

# Lancashire County Council

## Scrutiny Committee

Friday, 7th October, 2011 at 10.00 am in Cabinet Room 'B' - County Hall,  
Preston

### Agenda

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

No.	Item
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- |     |  |                   |
|-----|--|-------------------|
| 1.  | <b>Apologies</b>   |                   |
| 2.  | <b>Disclosure of Personal and Prejudicial Interests</b><br>Members are asked to consider any Personal/Prejudicial Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda. |                   |
| 3.  | <b>Minutes of the Meetings held on 9 and 16 September 2011</b>   | (Pages 1 - 10)    |
| 4.  | <b>Early Intervention/Support Strategy</b>   | (Pages 11 - 44)   |
| 5.  | <b>Cultural Services Progress Report</b>   | (Pages 45 - 114)  |
| 6.  | <b>Money Matters: County Council Budget and Financing - Latest Position</b>  | (Pages 115 - 132) |
| 7.  | <b>Task Group Updates</b>  | (Pages 133 - 136) |
| 8.  | <b>Recent and Forthcoming Decisions</b>  | (Pages 137 - 138) |
| 9.  | <b>Workplan 2010/11</b>  | (Pages 139 - 146) |
| 10. | <b>Urgent Business - Request from a County Councillor for a matter to be considered by scrutiny</b>  | (Pages 147 - 148) |

This item was circulated at the meeting for the reasons as set out in the minutes.

(An item of urgent business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Member's intention to raise a matter under this heading.)

**11. Date of Next Meeting**

The next meeting of the Scrutiny Committee will be held on 11 November 2011 at 10am at the County Hall, Preston.

I M Fisher  
County Secretary and Solicitor

County Hall  
Preston

# Agenda Item 3

## Lancashire County Council

### Scrutiny Committee

**Minutes of the Meeting held on Friday, 9th September, 2011 at 10.00 am in Cabinet Room 'B' - County Hall, Preston**

**Present:**

County Councillor John Shedwick (Chair)

#### **County Councillors**

T Brown	P Malpas
S Chapman	Mrs L Oades
Mrs F Craig-Wilson	P Steen
M Devaney	D Westley
K Ellard	B Winlow
Mrs J Hanson	

County Councillor T Brown replaced County Councillor C Crompton for this meeting only.

#### **1. Apologies**

Apologies for absence were received from County Councillor D O'Toole.

#### **2. Meeting Adjournment**

The meeting was adjourned due to a fire evacuation of the County Hall complex. It was agreed that the meeting would be reconvened at the earliest possible date.

I M Fisher  
County Secretary and Solicitor

County Hall  
Preston



## Lancashire County Council

### Scrutiny Committee

#### Minutes of the Meeting held on Friday, 16th September, 2011 at 10.00 am in Cabinet Room 'C' - County Hall, Preston

#### Present:

County Councillor John Shedwick (Chair)

#### County Councillors

S Chapman	A Knox
Mrs F Craig-Wilson	P Malpas
M Devaney	D O'Toole
K Ellard	P Steen
Mrs J Hanson	D Westley

This meeting was originally scheduled to take place on 9 September 2011. However, due to unforeseen circumstances it was necessary to adjourn the original meeting.

County Councillor A Knox replaced County Councillor B Winlow for this meeting only.

County Councillors T Winder and J Mein attended the meeting under Standing Order 19 (1).

#### 1. Apologies

Apologies for absence were received from County Councillor L Oades.

The Cabinet Member for Highways and Transport – County Councillor T Ashton submitted his apologies as he was unable to attend this reconvened meeting.

#### 2. Disclosure of Personal and Prejudicial Interests

None were disclosed.

#### 3. Minutes of the Meeting held on 10 June 2011

**Resolved:** That, the minutes of the meeting held on 10 June 2011 be confirmed and signed by the chair.

#### 4. Review of Winter Service

The Chair welcomed Jo Turton, Executive Director for the Environment, Phil Barrett, Director for Environment and Public Protection Services, and Dave Colbert, Principal Engineer (Transport Planning), to the meeting.

The Committee was informed that the review had built upon those undertaken the previous two winters and aimed to implement further improvements and new initiatives in order to deliver an enhanced service for 2011/12 and beyond.

It was reported that there had been an overspend for the provision of winter services for 2010/11. It was explained that 62% of the total cost was in relation to variable costs covering expenditure on salt stocks and gritting operations. Whilst the remaining 38% accounted for fixed costs including; provision, maintenance and servicing of the gritting fleet, facilities, infrastructure and systems and standby payments during the winter season.

The Committee was informed that current salt stocks stood at 23,000 tonnes and that the County Council hoped to have in excess of 30,000 tonnes available by 1 October 2011. However, the Committee noted that the price per tonne of treated salt delivered from the supplier (Salt Union Ltd) had risen by approximately 17% compared to 2010/11 due to the recent rise in the cost of diesel fuel.

The Committee was also informed that for the forthcoming winter, the County Council intended to utilise the salt supplier's own 'Salt Stock Management System' in order to enhance management of salt stocks and to improve resilience. It was understood that under this system, the supplier would maintain stock levels between pre-defined quantities during the winter season ensuring that the minimum level would provide an acceptable degree of resilience without the need to draw on strategic reserves.

It was reported that the County Council had purchase 30,000 litres of liquid de-icer for use on the priority route network only for when temperatures fell below the threshold for effective salt use and snow ploughing. Other measures intended for the forthcoming winter included; effective use of snow ploughs through pre-winter training sessions, revised gritting routes with a consistent approach across the County and to work with neighbouring authorities to ensure consistent approach on gritting cross-boundary.

The Committee was informed that during the previous two winters the County Council had trialled Route-Based Forecasting with the view to migrate all forecast based operations to this approach in the next few years. It was hoped that Route-Based Forecasting would deliver better decision making and efficient use of resources throughout forthcoming winters.

The County Council in its review of winter services had also identified priority footway networks in each of the 12 District Council areas.

With regard to grit bins, the Committee was informed that filling had commenced with the aim to complete by mid-October. A review of the Parish Council Winter Service Pilot was also included in the report to which a number of operational issues had been addressed that the County Council would need to rectify if it was to continue with the initiative.

Discussions were also in-hand with representatives from business in the Skelmersdale area in supplementing the County Council's winter service with their own resources if the need was to arise again.

A comprehensive communications strategy was also being prepared. It was hoped that this would be in place by October 2011.

It was reported that a draft updated Winter Service Plan for 2011/12 would be available for the Committee to consider at its next meeting on 7 October 2011.

Councillors raised a number of questions and comments, a summary of which is provided below.

- Comments were made in relation to managing the public's expectations of the County Council's winter service provision. It was also suggested that work experience/shadowing opportunities with the winter service team be extended to members of the public and businesses.
- Councillors voiced their concern in relation to data protection law and vulnerable people who had suffered injury during previous winters and who had used the services of the NHS. It was the County Council's intention that it could obtain the locality of such individuals in order to target winter services better.
- Councillors expressed the view that the County Council should be encouraging residents and businesses to clear footways. The Committee was informed that Government guidance issued in 2010 on the clearing of footways would feature in the communications strategy for the forthcoming winter.
- Councillors expressed concern over the provision of grit bins and the siting of them. It was felt that more were needed in particular at junctions.
- One Councillor brought to the attention of the Committee issues surrounding farmers and their insurance policies in relation to them assisting the County Council with the provision of winter services. It was reported that there had been situations during the previous winter in West Lancashire where farmers had to abandon their assisting role due to a lack of appropriate insurance cover. It was suggested that a message on Farmers roles in assisting local authorities be disseminated through the National Farmers' Union (NFU).
- Councillors raised the need to incorporate main access roads to and from villages in the priority network gritting routes. Mention was also made that some roads had only been ploughed to a single track through the middle. The Committee was reassured that gritting routes were currently under review and that the revised networks would be presented at the Committee's next meeting on 7 October 2011.
- Councillors enquired whether forecasting methods were improving. The Committee was informed that the County Council was in regular dialogue with the MET Office and that the working relationship was continuing to improve the County council's response and decision making.
- One Councillor suggested that consideration for increased winter service provision be provided in areas where the population of older people was

above the national average. Comment was also made that some bus routes in such areas had not been gritted.

- Another Councillor enquired about what the role of the Three Tier Forums would be in relation to winter service provision. Officers felt that such an opportunity could prove to be a useful method of engagement between the County Council and the District Councils.

The Chair thanked the officers for their report and their attendance.

It was suggested that due to the size and matters due for consideration on the agenda for the next meeting that the revised draft Winter Service Plan for 2011/12 be made available to Councillors prior to the next meeting and that a separate session on the rising of the next meeting be held whereby Councillors could put forward any questions to Phil Barrett.

**Resolved:**

- i. That the minutes of the meeting be passed on to the Cabinet Member for Highways and Transport for consideration;
- ii. That the draft Winter Service Plan for 2011/12 be made available to the Committee prior to its next meeting (7 October 2011) so that Councillors can formulate any questions to put forward to Phil Barrett, Director for Environment and Public Protection Services on the rising of the next Committee meeting.

**5. Draft Report of the Task Group: "Who Cares?" Cross Boundary Looked After Children**

County Councillor Steen, Chair of the task group presented the draft report to the Committee. Councillor Steen also expressed his gratitude to all those who had given their support, encouragement and evidence to the task group. He also thanked the members of the task group for their hard work and to the supporting officer. They had all contributed to the production of what he believed was a structured and balanced report.

Councillor Steen explained that initially the task group was charged to look into private children's care homes. However, it became apparent that the main issue of concern to Members was about cross boundary looked after children (LAC) and how their needs were met – or not. Every time a young person in care was placed outside their local authority boundary, this presented a unique set of challenges to the various public agencies that had duties to support them. Current practices, policies and even legislation were ill- equipped to manage those challenges, with the result that some cross boundary looked after children were slipping through the support system net and significant amounts of public money was being wasted.

He added that the issues identified in the report were not exclusive to Lancashire. Indeed, they represented what was essentially a national problem, but one which was he was sure was not yet fully and properly understood by Government.



Cllr Steen highlighted in particular the issue of so called "double-funding", where the public sector was charged once when a placing authority paid a provider to care for their LAC, often for an enhanced package of care to meet complex needs. But then charged again when the provider accessed local services that should have been offered in-house. Or even more seriously, when the provider failed to exercise effective care and control and a child in their charge reached some form of crisis.

He also highlighted his concerns about the role and performance of Ofsted and the scope there was for a more robust and effective regulation and inspection regime.

Councillor Steen requested that additional recommendation be included in the report to reflect what the task group saw as a need for legislative change around the role and performance of Ofsted:

- Further consideration be given to the possibility of strengthening the regulatory teeth of Ofsted under the Care Standards Act 2000, in order that it may enforce standards that at least reflect National Minimum Standards
- Care Standards Act 2000 Regulations be amended to allow for Ofsted data on the local profile of the independent children's care sector to be made available to local safeguarding boards and its constituent members, and a way found to ensure that other relevant and important information may be shared amongst stakeholder agencies.

Councillor Steen commended the draft report to the Committee and hoped that the Cabinet Member for Children and Schools would endorse its recommendations to bring changes forward.

Councillors raised a number of questions and comments a summary of which is provided below.

- Members were clear that this was a very important scrutiny report which had been well researched and had their full support. They were also clear that the Scrutiny Committee would be vigilant in seeking to secure impact and influence in changes to current policies, practices and even legislation to manage what was, in their view, a grave safeguarding issue. The status quo, where the tendency was for cross boundary LAC to be labelled by local authorities across the country as "someone else's problem", was not acceptable and could not be tolerated. Elected members across the county had been concerned about these issues for some years, but had often felt "in the wilderness" in seeking to tackle the poor outcomes that followed. This report was an important part of the effort to improve things for looked after children.
- Councillors were especially encouraged by the recent ruling of the Planning Inspectorate in favour of Stockport Council in that planning permission should be acquired for an address to serve as a private children's care home as there would be a material change of use which

would amount effectively to commercial use. It was suggested that in light of this evidence all district and unitary councils in Lancashire be made aware of the Stockport case, as indeed the report recommended.

- Concern was expressed about the issue of "double-funding" raised in the report and the scale of the costs involved for local authorities and their public sector partners. There was a clear need for this matter to be addressed. The issue of finances must not be overlooked, where local authorities could be paying around £100 000 for what in some cases was a "lack of service".
- Councillors expressed concern regarding the role and performance of Ofsted as regulator and inspector for the sector. There was agreement to support the recommendations as they stood, plus the additional suggestion by Cllr Steen regarding legislative change.
- One Councillor expressed their concern about the impact that poor parenting skills were having on the numbers of young people getting taken into care in the first place, which only fuelled these issues. She stressed that early interventions with families in need would be a key factor in reducing the number of children entering care. It was suggested that Committee support for early intervention and the "Total Family" initiative might form a part of the recommendations made to the Executive.
- Councillors shared concerns that systems for recording, managing and sharing information on cross-boundary LAC were inadequate.
- Councillors highlighted the importance of independent care home staff having the right skills and necessary training to meet the needs of their charges. Some concern was expressed around staff numbers and the nature of schooling received by LAC.
- One Councillor also expressed concern regarding the mixture of ages in care homes and the impact this could have, in particular on young people.
- Concern was also expressed in relation to the welfare of those children from Lancashire placed outside of the County.
- Councillors stressed the need for this matter to be brought back to the Committee in order to monitor progress on developments. It was therefore suggested that an interim response from the Executive be provided in three months and a formal response in six months' time.

It was therefore;

**Resolved:**

- i. That subject to the inclusion of additional recommendations as set out in the minutes above, the draft report be endorsed and published;
- ii. That the relevant recommendations in the report be submitted to the Cabinet Member for Children and Schools;
- iii. That all district and unitary authorities in Lancashire be notified of the planning inspectorate's ruling in favour of Stockport Council regarding planning permission for change of use; and
- iv. That an Interim Executive Response be provided in three months and a Formal Response in six months' time.

## **6. Task Group Updates**

The Committee received an update on current task groups and their proposed completion dates. The Committee also received three new requests for task groups.

The Committee was informed that the Health Scrutiny Committee had requested two new task groups; one on Dementia Pathway, the other on the Fylde Coast Health Economy Strategy. The third request was for a task group on Arts Funding in Lancashire as resolved by the Scrutiny Committee at its last meeting on 10 June 2011.

It was suggested that the composition of the task group on Arts Funding in Lancashire be extended to include a representative from the following councils; Preston City Council, Lancaster City Council and Blackburn with Darwen Borough Council.

### **Resolved:**

- i. That, the update on existing task groups be noted;
- ii. Approved the requests from the Health Scrutiny Committee for two new Task Groups on Dementia Pathway and Fylde Coast Health Economy Strategy;
- iii. Approved the request for a Task Group on Arts Funding in Lancashire on the basis of three Conservative, two Labour and one Liberal Democrat and three representatives from Preston City Council, Lancaster City Council and Blackburn with Darwen Borough Council.

## **7. Recent and Forthcoming Decisions**

The committee had been given the opportunity to view and consider recent relevant decisions made and also forthcoming decisions including those set out in the current Forward Plan.

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

## **8. Workplan 2010/11**

The workplan for the committee was presented for noting and comments. The Chair gave an outline of the work to be carried out by the Committee over the coming months including the additional work agreed earlier in the meeting.

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

**9. Date of Next Meeting**

It was noted that the next meeting of the Committee will be held on 7 October 2011 at 10am at County Hall, Preston.

I M Fisher  
County Secretary and Solicitor

County Hall  
Preston

## Scrutiny Committee

Meeting to be held on 7 October 2011

Electoral Division affected: All
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## Early Intervention/Support Strategy (Appendices 'A', 'B', 'C', 'D' and 'E' refer)

Contact for further information:

Bob Stott, (01772) 531652, Directorate for Children and Young People,

Bob.Stott@lancashire.gov.uk

### Executive Summary

This report seeks to provide members with an update on the progress around the Early Intervention/Support Strategy (EIS) within Lancashire. The EIS Strategy was agreed by the Lancashire Children's and Young People's Trust in June 2010. Early Intervention Support (EIS) relates to work which will increase resilience within families and allow work at an early stage to reduce the number of families for whom a referral to statutory services is deemed necessary.

The EIS strategy will focus on making children and young people "school ready", "work ready" and eventually "family ready". One key element of the EIS strategy is Best Start Lancashire which will focus on families with children in Reception and Years 1&2.

Following the agreement of the strategy, a Strategic Lead for EIS was appointed in June 2010, and subsequently 12 District Early Intervention Support Development Officers were appointed in February 2011. Funding has been made available by LCC and Schools' Forum to support the central co-ordination and development of EIS work in each district, as well as for EIS district initiatives. Details of this can be found in the funding background section of the report.

We are now at a point where the EIS Strategy is moving into its implementation phase and the purpose of this paper and its appendices is to update Scrutiny as to its progress and impact.

### Recommendation

The Committee is asked to:

- i. Note the report
- ii. Identify any further reports they may wish to receive on this matter.

## Background and Advice

### Financial Background

A funding paper around "Proposals for the use of £5 Million One-off Funding to Improve Safeguarding and Outcomes for Looked After Children and Young People" was agreed by the Leader in January 2010.

Of this, £1.73M was used to support the co-ordination of Early Intervention/Support (EIS) across the 12 Locality Children's District Trusts (LCTP's). A Strategic Lead for EIS was appointed in June 2010 along with three Senior Early Intervention/Support officers and nine Early Intervention/Support officers appointed in February 2010 on a two year contract. These are all listed in Appendix 'B'. A further £600,000 was allocated to allow EIS pump priming within the LCTP's. Therefore in total, Lancashire County Council has allocated £2.33M to support EIS between 2010 and 2013.

LCTP's were allocated two sums of money in the financial year 2010/11. £50,000 pump priming monies per as a one off payment (Please refer to the above point). Additionally £80,000 per Locality District Trust was allocated from a £1M sum contributed by Schools' Forum to support EIS work.

In the financial year 2011/12 LCTP's received a further £80,000 of funding from monies contributed by Schools' Forum. Schools' Forum has also been approached with regard to maintaining this level of support in 2012/13. This has been accepted by the relevant sub committee of Schools' Forum but has not yet been ratified by the full Schools' Forum.

In 2011, a further £2M has been found from savings within the Directorate for Children and Young People (DCYP), to support Best Start Lancashire, which is planned to be a three year development to link in with the introduction by the Government of the Pupil Premium model for Free School Meal (FSM) pupils. Best Start Lancashire, will focus on 6,000 FSM children across the County in Reception and Years 1&2.

<b>Early Intervention and Support Funding</b>			
Lancashire County £2.33M over 2010-13 for Co-ordination of EIS and start up funding for LCTP's			
Schools Forum	2010/11	2011/12	2012/13
	£1M	£1M	£1M (requested)
<b>Best Start Funding</b>			
DCYP has allocated from efficiencies made within the Directorate			
		2011/12	2012/13
		£2M	£2M (planned)

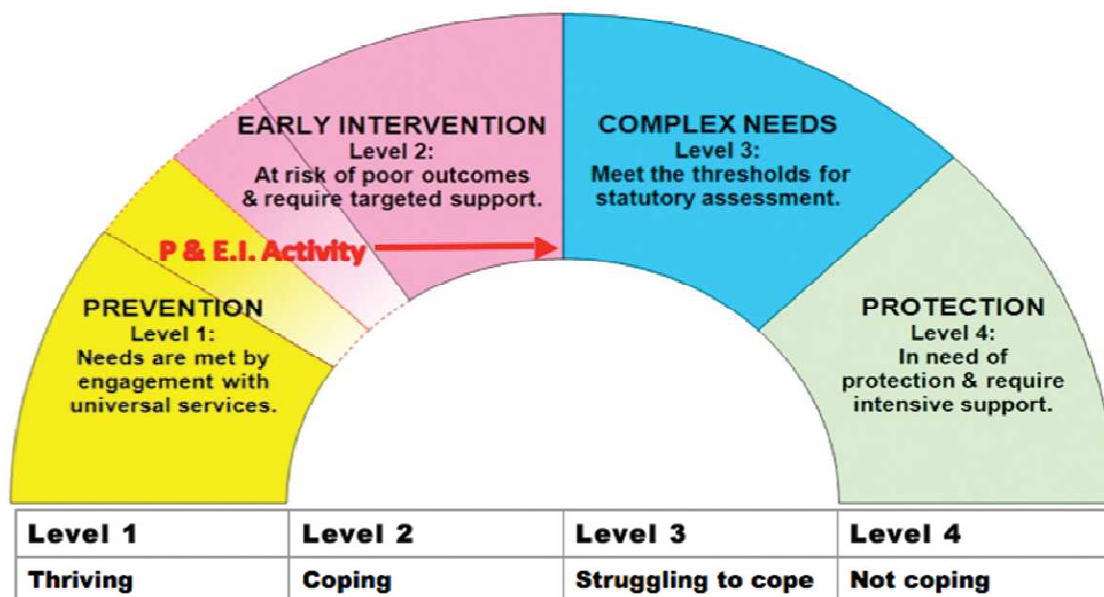
## The Early Support Strategy

*"Lancashire, the County where All Children, Young People and their Families are Resilient".*

### What is the Children's Trust Early Support Strategy for Lancashire?

Prevention and Early Intervention Support refers to a way of working. By working in this way, we aim to ensure that the needs of children, young people and families who are vulnerable to poor outcomes, are identified early, and that those needs are met by agencies working together effectively, and in ways that are shaped by the views and experiences of the children, young people and families themselves. It seeks to build their resilience, increasing their capacity to manage challenging circumstances before poor outcomes develop. An early intervention support approach offers children, young people and families more than a solution to a specific problem; it offers them the skills to deal with a similar problem if it arises in future. Preventative interventions focus on reducing risk and promoting protective factors in the child as well as their cultural contexts (family, classroom, school, peer group, neighbourhood etc), thereby promoting resilience.

The Lancashire Continuum of Need is based on four levels, please refer to the diagram below.



Whilst preventative activity sits at level 1 of the continuum of need, and should be delivered through universal services and settings, early intervention is a more targeted response to identified needs, and therefore the prevention and early intervention support approach sits at the top end of level 1, and across level 2 on the continuum of need.

At the heart of this early intervention support, is a commitment to actively involve children, young people and families in the assessment of need, and action planning to meet those needs – to put children, young people and families at the centre of our planning.

## **What does our vision look like?**

Our vision is founded upon the priorities determined by all partners within the Lancashire Children's Trust and stated within the Children and Young People's Plan.

The vision for Lancashire's Early Support Strategy is to secure a county-wide approach, within which all partners coordinate, prioritise and maximise their collective efforts to enable children, parents and families, to become more empowered and resilient. Therefore, our children and families will be better able to achieve success, resist stress, manage change and uncertainty, and make responsible decisions about their future. It will provide a framework, to support partners in re-shaping existing services, and working together more effectively, utilising existing resources in a more integrated way, in order to secure better outcomes for children.

It is recognised, that there have already been a number of prevention and early support initiatives in operation across the county over the last 3 years. These have been funded through a number of different funding streams, driven by different government agendas and measured by different performance criteria.

The Early Support Strategy over the next two years will embed an overarching framework, commissioning process, and communication tool to draw together these previous and future initiatives, to enable us to share good practice, and ensure the application of a coherent and consistent approach to Early Support across Lancashire.

## **Updates and Web Links**

More information regarding the local and national Early Support Strategy is available at the following websites:

### ***Lancashire County Council Early Intervention website;***

<http://www.lancashire.gov.uk/corporate/web/?siteid=5813&pageid=32721>

- Graham Allen MP has provided two reports to central government in the last 6 months. The first report [Early Intervention: the next steps](#) was published in January, it underlined that many of the costly and damaging social problems for individuals can be eliminated or reduced by giving children and parents the right type of evidence based programmes 0-18 and especially in their earliest years.
- The second report sets out how we can pay for those programmes within existing resources and by attracting new non government money.
- See both reports at;  
<http://www.cabinetoffice.gov.uk/news/graham-allen-launches-second-report-early-intervention>
- On 27<sup>th</sup> September 2011 a Lancashire Children's Trust Conference is being held focussing on "Better Outcomes" for Families in Lancashire". Professor Alan Dyson is speaking on the evidence base for early support and a report



has been commissioned by Peter Kemp around approaches and best practice around family support. Following the conference DCYP will make the report and presentations available.

## **The Early Support Team**

At the beginning of April 2011, the Early Support Team for Lancashire was established and comprises of 12 district early intervention and support development officers, 1 administrator and 1 strategic officer. The purpose of the team is to co-ordinate the implementation and embedding of the Early Support Strategy for children, young people, and families, working with the local Children's Trust Partnership within each of the 12 districts.

## **How the strategy will work in each Locality District Trust**

In each local district, the Early Support Officer will work closely with the local children's trust partnership to set up an Early Intervention and Support sub group and resource panel. The purpose of these two groups will be to; identify early on the needs of children, young people and families ( panel) through a multi-agency approach ;and ensure the delivery of early intervention support strategy through local co-ordination of resources, services and pathways ( sub –group). See Appendix 'A' Early Intervention Resource Panel and Steering Group Flowchart.

## **Example 1, Work in Practice: Case Study of Resource Panel Issue – Preston District**

***Presenting Gap in Service:*** A voluntary, community, and faith sector (VCFS) organisation, which provides advice and early intervention to families suffering from domestic violence (DV), recognised that there was a waiting list of 56 children in Preston district awaiting support. This waiting list was due to the high number of referrals from mainstream agencies in the district such as CAMHS, social services, children's centres, solicitors, school nurses and refuge facilities. Positive benefits of the early intervention service had been voiced by the families that were currently being supported.

***Resource Panel Recommendations:*** the panel recognised that there was a genuine gap in service for the Preston district – lack of early support for families experiencing domestic violence issues. The panel felt that a short term holding solution was not the answer. It agreed that a different solution had to be found.

***Resulting new way of working:*** The panel's recommendations for actions focussing on the gap in service – has led services to adopt a multi-agency approach to early intervention around DV across the Preston district. They have also taken full cognisance of the views of families. In this way, a long term solution will be achieved by partners to co-ordinate, prioritise and maximise their existing resources in order remove the waiting list and to meet the needs of this target group of children, young people and families.

In addition, the Early Support Officer will co-ordinate the following in each district:

- Reviewing the position of the common assessment framework within early support work
- Co-ordinate the commissioning of, and monitor the performance of, early support initiatives
- Evaluate lessons learned from those initiatives and encourage sustainability beyond the lifetime of project delivery through a multi-agency approach, and resilience and skills development, within the community of Lancashire
- Identify the gaps in services, and what resources can be pulled together through partnership approaches, and service re-design, to meet the needs of children, young people and their families
- Ensure that children, young people and families are fully consulted, and involved in the delivery of services which affect them on a local level.

## **Progress of Early Support**

### **Early Intervention Initiatives**

In each district of the county early intervention initiatives have been commissioned through the LCC open tender process, and providers selected through a Children's Trust representative panel process, in order to secure the best provider in terms of quality of service, maximum output, achievement of outcomes, and value for money. (See Appendices 'B' & 'C').

### **How will we evaluate Early Intervention Initiatives?**

**A robust commissioning process, to ensure that public money is properly spent, has been put in place.**

**All projects will be monitored on a quarterly basis as a minimum, against financial, output, outcome and qualitative data (case studies), with projects of over £10,000 being subject to a quality monitoring visit form each Early Intervention Development Officer.**

**This performance information will be provided to the local Children's Trust Partnerships on a quarterly basis and to School's Forum.**

**This performance data will be fed back in future reports on EIS to Scrutiny.**

A summary of all projects and the commitment to funding is provided in Appendices 'C' and 'D'.

## **Best Start Lancashire**

Best Start Lancashire was launched in June 2011. A conference for schools was held on 30<sup>th</sup> June to highlight the importance of early support in helping vulnerable children and families to overcome barriers to achievement. This conference set out the national context for early support and outlined key principles of Best Start Lancashire. Information on the programme was shared with children's centre managers and groups of headteachers and the programme was discussed in June and July. See Appendix 'E' for Best Start briefing day presentation slides.

The Best Start programme is currently being launched with headteachers and Children's Centre managers on a district basis, and this round of meetings will be completed by the end of September. Children's Centres have already been informed of their allocation of funding to support pupils aged 5 to 7 who are eligible for Free School Meals and their families. Funding for the Reception children will be allocated at the start of October once the new admissions to primary schools are clear. A central course programme, to support vulnerable pupils who are at risk of underachievement in reading, mathematics and speaking and listening skills has also been advertised to schools, with a clear component on working with parents.

Research clearly indicates the importance of building resilience within families if early support is to be effective, and lead to sustained improvements for children. The research also indicates the link between a family's ability to support their children's learning, and successful efforts by schools to improve the attainment of priority groups of children. Indeed, attempts to improve attainment without addressing the family's capacity to support the child have generally resulted only in short term gains that have disappeared when 'initiatives' end. The biggest impact is achieved through action taken before a child leaves Key Stage 1. There is also clear evidence that schools can achieve better outcomes for children by including support for the wider family.

### **The two strands of Best Start Lancashire**

#### Strand 1 – Family Support

Children's Centres will be allocated approximately £250 per FSM pupil in Reception, Y1 & Y2 in September 2011 to build the capacity to provide an increased family support offer for the schools in their 'reach area'. In consultation with the schools in the area the 'offer' will be finalised and in place as soon as possible in the autumn term 2011. It is intended that this will build a new infrastructure of support and closer links with Children's Centres for the future, when this 'additional' funding may not be possible, but the Pupil Premium is expected to increase.

#### Strand 2 – Learning Support

Schools will be offered a free place (only venue costs will be charged) for one member of staff on three different programmes to support learning interventions/support in the 4-7 age range, which will be focused on:

- Reading
- Mathematics

- Speaking and listening

### **How will we evaluate success of Best Start Lancashire**

This is being discussed with Headteachers and Children's Centre managers and will focus on district level analysis of:

- Foundation Stage outcomes in 2012 & 2013
- Key stage 1 data 2012 & 2013
- Attendance figures
- Reduction in families moving towards 'not coping'

**In 2010 the proportion of children eligible for FSM in Lancashire who achieved a good level of performance at the end of the Early Years Foundation Stage was almost 8% below the National average for similar children.**

**By 2013 we aim to ensure that this cohort is at least in line with the national average for similar children at the end of the Early Years Foundation Stage.**

	<b>2010</b>	<b>2013 (target)</b>
<b>Lancashire FSM good performance at end of EYFS.</b>	<b>32%</b>	<b>40% +</b>

**By 2015 we aim to ensure that we are in line with the national average for FSM pupils at both the end of the Early Years Foundation Stage (EYFS) and at the end of Stage 1.**

	<b>2010</b>	<b>2015 (target)</b>
<b>Lancashire Key Stage 1 Reading FSM Level 2+</b>	<b>67%</b>	<b>72%+</b>

**Attendance in Lancashire at Key Stage 1 is above the national average for the FSM cohort and we aim to ensure this position is maintained and if possible improved.**

## Consultations

N/A

### Implications:

This item has the following implications, as indicated:

### Risk management

Non delivery of the EIS Strategy has the potential to undermine the efficient delivery of services to children and young people. This risk will be monitored through ongoing monitoring of the strategy and through the Transforming Care Services Board.

### Financial implications:

All funding to support the EIS strategy has already been identified. The EIS strategy, if effective has the potential to create significant efficiencies in way services work together at a district level, and to reduce referrals into the social care system.

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

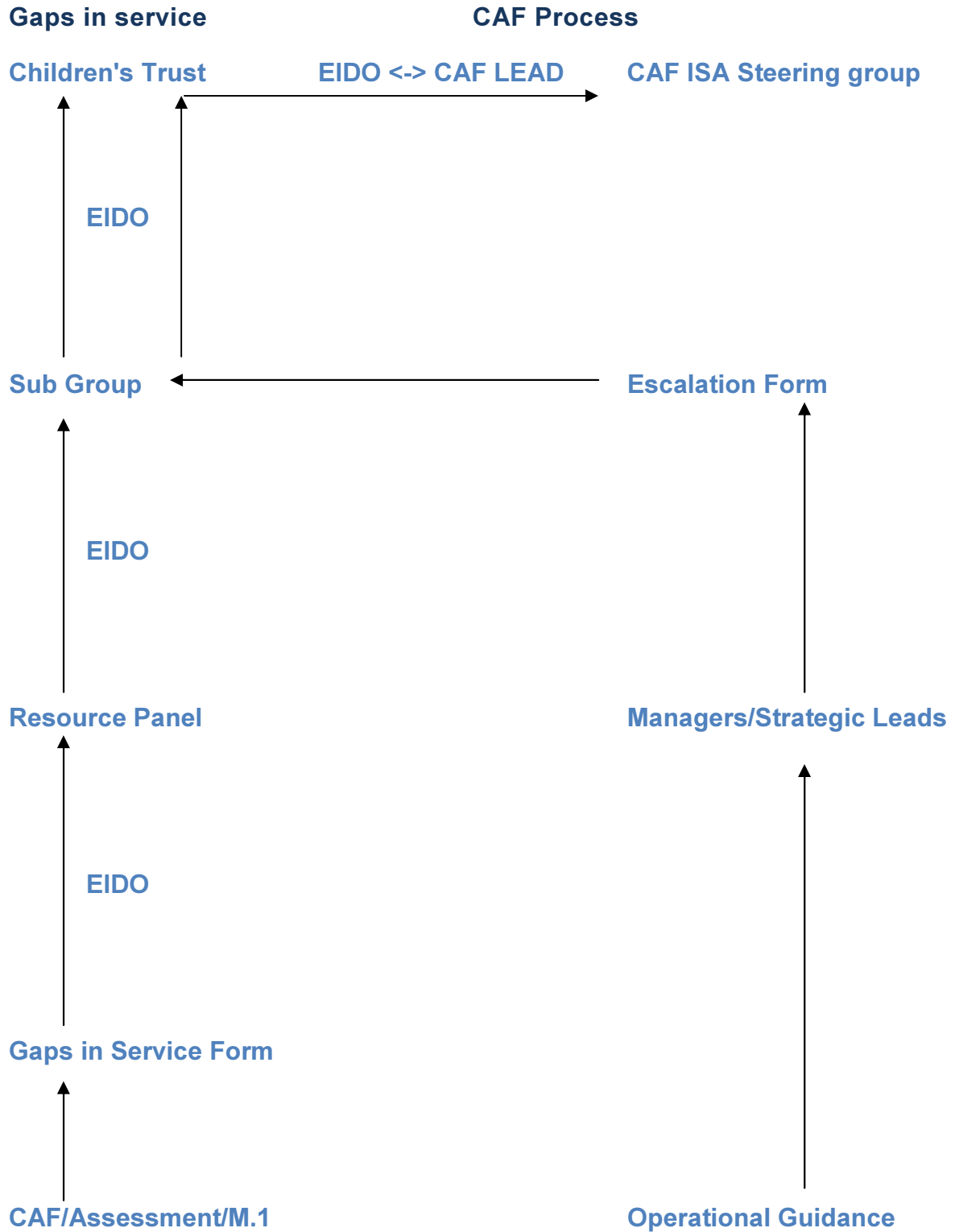
Paper	Date	Contact/Directorate/Tel
Early Intervention Strategy	June 2010	Bob Stott, Directorate for Children and Young People, 01772 53652
Proposals for the use of £5 Million One-off Funding to Improve Safeguarding and Outcomes for Looked After Children and Young People	Jan 2010	Bob Stott, Directorate for Children and Young People, 01772 53652

Reason for inclusion in Part II, if appropriate

N/A



Early Intervention Resource Panel and Steering Group Flowchart







## Lancs EI /Support Financial Commitments ( Projects only)

Schools Forum Report

Yr1 1st April 2011 - 31st March 2012

District	EI Funding Total Yr 1	NON - SF ( LCC) Yr 1	SF Yr 1	Committed Yr 1	To Commit Yr 1	SF Total Yr 2	Notes
Lancaster	£130,000.00	£50,000.00	£80,000.00	£77,870.00	£2,130.00	£80,000.00	Spot commissioning
Fylde	£130,000.00	£50,000.00	£80,000.00	£94,780.00	£0.00	£65,220.00	£65,220 available for Yr 2
Wyre	£130,000.00	£50,000.00	£80,000.00	£120,000.00	£0.00	£40,000.00	£40,000 available for Yr 2
Preston	£130,000.00	£50,000.00	£80,000.00	80,000	£0.00	£80,000.00	ACE cluster+ at risk of offending
Chorley	£130,000.00	£50,000.00	£80,000.00	£71,600.00	£8,400.00	£80,000.00	Small grants funding Oct 2011
South Ribble	£130,000.00	£50,000.00	£80,000.00	£80,000.00	£0.00	£80,000.00	5 EI projects incl FIP- primary + sec schools
West Lancs	£130,000.00	£50,000.00	£80,000.00	£80,000.00	£0.00	£80,000.00	1 family support + small grants
Burnley	£130,000.00	£50,000.00	£80,000.00	£49,000.00	£31,000.00	£80,000.00	Discussions with EIDO + CT
Hyndburn	£130,000.00	£50,000.00	£80,000.00	£80,000.00	£0.00	£80,000.00	1 PEI Family intervention project
Ribble Valley	£130,000.00	£50,000.00	£80,000.00	£80,000.00	£0.00	£80,000.00	1 Family support + Freeflow counselling
Rawtenstall	£130,000.00	£50,000.00	£80,000.00	£80,000.00	£0.00	£80,000.00	1 Family support project
Pendle	£130,000.00	£50,000.00	£80,000.00	£80,000.00	£0.00	£80,000.00	1 Volunteer capacity building service ( FIP)
<b>TOTAL</b>	<b>£1,560,000.00</b>	<b>£600,000.00</b>	<b>£960,000.00</b>	<b>£973,250.00</b>	<b>£41,530.00</b>	<b>£905,220.00</b>	

Variance is £13,250  
Relates to £80k per district





## Commissioning Guidelines 2011

### DOCUMENT A. (2011)

# LCC Financial Thresholds and Procurement Guidelines for Placing Contracts (to be followed in line with the Service Level Agreement)

The total estimated value of a contract must be identified before a requirement is procured and must not be artificially split in an attempt to avoid the applicability of these Rules and/or the EU Procurement Rules. This can be established by estimating the cost of the annual requirement for the goods, services or works (including any service/installation or other charges) and multiplying this annual figure by the estimated duration of the contract/arrangement. The estimated value shall be calculated exclusive of VAT. Where the duration is unknown, the basis for calculation should be a four year period unless it is clear that the contract will be of shorter duration

**Contracts for £5,000 or less:** Where the estimated total value of spend is £5,000 or less, it is not necessary to obtain competitive quotations from more than one supplier or provider for contracts or orders. Unless it proves to be not reasonably practicable, a written quotation shall be obtained from the supplier or provider before a formal purchase order or notification of the acceptance of the quotation is issued. Faxed or email quotations are acceptable for this purpose. The purchase order or notification of the acceptance of the quotation shall specify the good or services to be provided and set out the price, terms of payment and any other relevant terms and conditions.

**Contracts between £5,000 and £55,000:** Where any contract or order which has an estimated total value spend of more than £5,000 but less than £55,000 it is necessary to request at least three written competitive quotations. If this is not reasonably practicable in the circumstances, the reasons for not doing so must be formally recorded. Faxed or email quotations are acceptable for this purpose. The Contracts team of the CYP Directorate can provide email templates for request for quotations if required. Please contact Jackie Riley – Contracts and Monitoring Officer in the Children's and Young People Directorate on tel: 07500 976692 or email [jackie.riley@lancashire.gov.uk](mailto:jackie.riley@lancashire.gov.uk). In her absence please contact Helen Mas –

Contracts Manager on tel: 07584 581370 or e-mail [helen.mas@lancashire.gov.uk](mailto:helen.mas@lancashire.gov.uk) for further details.

**Contracts over £55,000 but less than the EU threshold (of £156,422):**

Contracts with an estimated total value spend of over £55,000 must be publicly advertised and tendered in accordance with these instructions.

Where there is currently no relevant contract due to the service being a new provision or the previous contract having expired any contract which has an estimated total value of spend of over £55,000 must not be entered into until it has been publicly advertised. The contract must be advertised for at least 10 days via the District's website as a minimum (and where possible an advert placed in a local newspaper or other such medium) inviting expressions of interest for the contract and stating the last date when the expressions of interest or tenders must be submitted in the advertisement.

Tenders should be completed in line with the template 'Invitation to Tender' in this pack, DOCUMENT D, modifying the specification and timeline as is applicable to the District's requirements.

Paper based tenders must be received in a plain sealed envelope addressed to the person undertaking the tender and must bear the word "Tender" followed by the subject to which it relates, but shall not bear any name or mark indicating the sender, and such envelopes shall unopened until the time that has been appointed for their opening in the Invitation to Tender document.

**Opening of tenders**

All tenders for a particular contract must be opened and recorded at the same time.

**Tender award criteria and award of contract**

All tender award criteria and methodology must be agreed in advance of the tender being published.

**Evaluation of returned Tenders**

In evaluating bids for the supply of goods, services or works there are two alternative award criteria:

- a) Lowest price – The supplier or provider with the lowest price for a compliant bid will be awarded the contract; or
- b) Most Economically Advantageous Tender (MEAT) – The bids will be judged against a pre-agreed evaluation criteria which will reflect a number of qualitative factors, including price, which will enable the District to determine which tender provides the overall value for money solution. It is not possible to change the tender evaluation criteria once the tenders have been issued.

Once the most suitable provider has been decided through the tendering process a contract must be issued, please utilise DOCUMENT E, Contract Template of this pack.

**Contracts over the EU threshold (of £156,422):**

Contracts that fall into this category are when the District intends to spend £156,000 or more with the same provider. This amount must be calculated over the full term of the contract, therefore if the contract is for 3 years an annual spend of £52,000 per annum (excl VAT) would place the contract in this category. If your contract is likely to fall into this category, you **MUST** adhere to the EU Public Procurement Directives. If this is the case please contact either Jackie Riley – Contracts and Monitoring Officer in the Children's and Young People Directorate on tel: 07500 976692 or email [jackie.riley@lancashire.gov.uk](mailto:jackie.riley@lancashire.gov.uk). In her absence please contact Helen Mas – Contracts Manager on tel: 07584 581370 or e-mail [helen.mas@lancashire.gov.uk](mailto:helen.mas@lancashire.gov.uk) and they will be able to assist you with the process.



# Trust Talk

Lancashire Children and Young People's Trust



September 2011  
Issue 2 - Supplement

## Early Support

### The Early Support Strategy

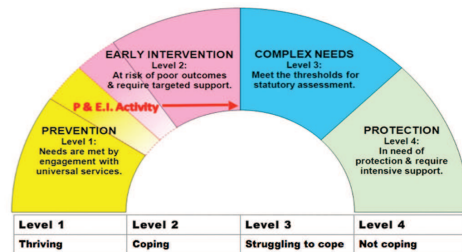
*"Lancashire, the County where all Children, Young People and their Families are Resilient"*

### What is the Early Support Strategy for Lancashire?

Prevention and Early Intervention Support refers to a way of working. By working in this way we aim to ensure that the needs of children, young people and families who are vulnerable to poor outcomes are identified early. That needs are met by agencies working together effectively and in ways that are shaped by the views and experiences of the children, young people and families themselves. It seeks to build their resilience, increasing their capacity to manage challenging circumstances before poor outcomes develop. An early intervention support approach offers children, young people and families more than a solution to a specific problem; it offers them the skills to deal with a similar problem if it arises in future. Preventative interventions focus on reducing risk and promoting protective factors in the child as well as their cultural contexts (family, classroom, school, peer group, neighbourhood etc), thereby promoting resilience.

The Lancashire Continuum of Need focuses on four levels. In an attempt to explain what this means for families in language understandable to themselves and all agencies, we have used the wording: thriving, coping, struggling to cope and not coping. Preventative activity is delivered through universal services to which all children, young people and families have access to. Early intervention is a more targeted response to

identified needs and sits at level two and above on the continuum of need.



At the heart of this early intervention support is a commitment to actively involve children, young people and families in the assessment of need and action planning to meet those needs – to put children, young people and families at the centre of our planning.

### What does our vision look like?

The vision for Lancashire's Early Support Strategy is to secure a county-wide approach within which all partners coordinate, prioritise and maximise their collective efforts to enable children, parents and families to become more empowered and resilient. Enabling our children and families to achieve success, resist stress, manage change and uncertainty, and make responsible decisions about their future. It will provide a framework to support partners in re-shaping existing services and working together more effectively, utilising existing resources in a more integrated way in order to secure better outcomes for children.

It is recognised that there have already been a number of prevention and early support initiatives in operation across the county over the last 3 years. These have been funded through a number of different funding streams, driven by different government agendas and measured by different performance criteria.

The Early Support Strategy over the next two years will embed an overarching framework, commissioning process, and communication tool to draw together these previous and future initiatives to enable us to share good practice and ensure the application of a coherent and consistent approach to Early Support across Lancashire.

### Updates and Web Links

If you are interested in finding out more about the local and national Early Support Strategy, then you may find these web links useful:

### Lancashire's Early Support website:

[www.lancashire.gov.uk/corporate/web/?siteid=5813&pageid=32721](http://www.lancashire.gov.uk/corporate/web/?siteid=5813&pageid=32721)

Graham Allen MP has provided two reports to central government in the last 6 months. The first report Early Intervention: the next steps was published in January, it underlined that many of the costly and damaging social problems for individuals can be eliminated or reduced by giving children and parents the right type of evidence based programmes 0-18 and especially in their earliest years.

The second report sets out how we can pay for those programmes within existing resources and by attracting new non government money. See both reports at:

[www.cabinetoffice.gov.uk/news/graham-allen-launches-second-report-early-intervention](http://www.cabinetoffice.gov.uk/news/graham-allen-launches-second-report-early-intervention)

### The Early Support Team

At the beginning of April 2011, the Early Support Team for Lancashire was established. The team comprises of twelve district Early Intervention and Support Development Officers, one administrator and one strategic officer. The purpose of the team is to co-ordinate the implementation and how we embed the Early Support Strategy for children, young people

and families, working with the District Children's Trusts. Further capacity will be built into the team from September 2011 to include an early and secondary years specialist.

### How the strategy will work in your district

In each district your Early Support Officer will work closely with the District Children's Trust to set up an Early Intervention and Support sub group and resource panel. The purpose of these two groups will be to identify early on the needs of children, young people and families (panel) through a multi-agency approach and ensure the delivery of early intervention support strategy through local co-ordination of resources, services and pathways (sub-group). In addition the Early Support Officer will co-ordinate the following in each district:

- Reviewing the position of the common assessment framework within early support work.
- Co-ordinate the commissioning and monitor the performance of, early support initiatives.
- Evaluate lessons learned from those initiatives and encourage sustainability beyond the lifetime of project delivery through a multi-agency approach and reliance and skills development within the community of Lancashire.
- Identify the gaps in services and the resources can be pulled together through partnership approaches and service re-design to meet the needs of children, young people and their families.
- Ensure that children, young people and families are fully consulted and involved in the delivery of services which affect them.

If you want to know more about the Early Support Strategy in your area and how to become involved, then please refer to the map on page 2 for your local officer's details and current initiatives.

### Children and Young People's Trust – Contact Us

If you would like to find out more about the Children and Young People's Trust in Lancashire please have a look on the website:

[www.lancashirechildrenstrust.org.uk](http://www.lancashirechildrenstrust.org.uk)

There is also an e-mail address that you can use to get in touch with us [childrenstrust@lancashire.gov.uk](mailto:childrenstrust@lancashire.gov.uk)

# EARLY SUPPORT IN LANCASHIRE

## District initiatives and contacts

September 2011

### Wyre

Jackie Gibson  
M: 07817 622981

**E: [jackie.gibson@lancashire.gov.uk](mailto:jackie.gibson@lancashire.gov.uk)**

A Family Support project delivered by a voluntary sector organisation will provide early intervention support to families across 7 high schools and feeder primary schools. This will be on a rolling 12 week basis per family and aim to improve the emotional and physical health and well being of children and families in the district

### Fylde

Richard Bollands  
M: 07817 622861

**E: [richard.bollands@lancashire.gov.uk](mailto:richard.bollands@lancashire.gov.uk)**

Initiatives will focus on: a group and 1:1 counselling service for children and young people with a range of emotional difficulties to improve attendance and concentration at school; a family liaison officer will work across 3 secondary schools to provide early support to young people and families; a family learning mentor will be trained in each primary school across the Fylde district; and the Solihull Approach will be rolled out to 140 multi-agency staff of the children and families workforce.

### Preston

Simon Ashworth  
M: 07817 622417

**E: [simon.ashworth@lancashire.gov.uk](mailto:simon.ashworth@lancashire.gov.uk)**

Initiatives will focus on: a family intervention support project which will support children aged 5-14 at risk of poor educational outcomes and their families across a cluster of primary and secondary schools; a targeted support service for children and young people aged 8-13 and their families, showing early signs of risk-taking and anti-social behaviour; a project aimed at reducing the number of under 18 conception rates in hotspot wards across Preston through working with young people and families to feel confident in talking about sexual health issues.

### South Ribble

Louise Elo (Senior) /Ruksana Mulla  
M: 078330 95079

**E: [louise.elo@lancashire.gov.uk](mailto:louise.elo@lancashire.gov.uk)**

Initiatives will focus on: a family intervention and support project shared with Chorley district providing targeted support for children, young people and families experiencing difficulties at key transition points in their lives; targeted preventative support for children, and young people to improve family relationships and increase learning motivation and self esteem; smaller scale activity that will focus on sporting activities for primary age children, developing the self esteem of young people involved in early stages of gang culture and sexual health awareness amongst teenagers. Funding via resource panel to address gaps in services and work force development.

### West Lancashire

Joanne McGrath  
M: 07817 623290

**E: [joanne.mcgrath@lancashire.gov.uk](mailto:joanne.mcgrath@lancashire.gov.uk)**

Initiatives will focus on: a Family Attachment Project which will provide targeted support to vulnerable children, young people and families where there are identified attachment issues to enable access to learning and direct support and provide workforce and community asset development by training the paid and volunteer children's workforce; a youth opportunities fund to support vulnerable young people to access activities, services and information to help improve their lives; a small projects fund will support children, young people and families through smaller scale early support activity across West Lancashire.

### Lancaster

Debbie Dawson (Senior)  
M: 07557 030645

**E: [debbie.dawson@lancashire.gov.uk](mailto:debbie.dawson@lancashire.gov.uk)**

Initiatives will focus on: developing a multi-agency database to support the resource panel approach; a parenting forum co-ordinator post; a spot commissioning approach focussing on a CAF assessment and total family way of working to meet the needs of children, young people and families within Lancaster.



### Chorley

Louise Elo (Senior)  
M: 078330 95079

**E: [louise.elo@lancashire.gov.uk](mailto:louise.elo@lancashire.gov.uk)**

Initiatives will focus on: a family intervention and support project shared with South Ribble district which will provide targeted support for children, young people and families experiencing difficulties at key transition points in their lives; a youth intervention project providing support, awareness and access to positive activities to young people aged 12-16, showing early signs of risk taking behaviour; a targeted secondary school mentoring service for pupils aged 11-13 experiencing barriers in learning and life; a small grant allocation to commission smaller scale activity delivered by voluntary, community and faith organisations to meet the needs of children, young people and families across the Chorley district, including rural areas. Funding via resource panel approach to address gaps in services and workforce development.

### Ribble Valley

Debbie Ball  
M: 07824 434342

**E: [debbie.ball@lancashire.gov.uk](mailto:debbie.ball@lancashire.gov.uk)**

A family intervention and support initiative will provide early support to children and families within the community. In addition, a counselling service will be provided through trained and qualified volunteers from the community to children and young people that are experiencing difficulties, either in a 1:1 setting or with their families.

### Pendle

Cheryl Smith  
M: 07929 364501

**E: [cheryl.smith@lancashire.gov.uk](mailto:cheryl.smith@lancashire.gov.uk)**

A volunteer capacity building service will aim to create a sustainable partnership model for the recruitment and training of volunteers placed within third sector organisations to support children, young people and their families and help build pathways to further agency support and build resilience within the community.

### Burnley

Judith Gluyas  
M: 07766 803670

**E: [judith.gluyas@lancashire.gov.uk](mailto:judith.gluyas@lancashire.gov.uk)**

Initiatives will focus on: an early support service for families with children under the age of 5 to help prepare the child and family for the transition to primary school; the co-ordination of a domestic violence support service; provide 1:1 counselling to secondary school pupils and their families; provide targeted family support to young people showing early signs of anti-social behaviour and their families and provide a telephone helpline service for females at risk of domestic violence.

### Rossendale

Nicola Parker (Senior)  
M: 07760 171037

**E: [nicola.parker@lancashire.gov.uk](mailto:nicola.parker@lancashire.gov.uk)**

A family support project will work with families across Rossendale, offering Early Support Interventions, based within each of the 5 Children's Centres and working in partnership with associated feeder primary and secondary schools.

### Hyndburn

Sophie Valinakis  
M: 07766 803678

**E: [sophie.valinakis@lancashire.gov.uk](mailto:sophie.valinakis@lancashire.gov.uk)**

A family intervention and support initiative provided by a third sector organisation will work with children, young people and families across Hyndburn via the total family assessment approach to achieve better outcomes for all families engaged with the service.

Early Support website:  
<http://www.lancashire.gov.uk/corporate/web/?siteid=5813&pageid=32721>



Children and Young People's Trust




**Lancashire**  
County Council 

# Best Start Lancashire

**Briefing for Headteachers and  
Children's Centre Managers**  
September 2011

[www.lancashire.gov.uk](http://www.lancashire.gov.uk)

**Lancashire**  
County Council 

## Who's who?

**Lead Officer (CC) – Theresa Moore**  
[theresa.moore@lancashire.gov.uk](mailto:theresa.moore@lancashire.gov.uk)

**Lead Adviser (Schools) – Paul Duckworth**  
[paul.duckworth@lancashire.gov.uk](mailto:paul.duckworth@lancashire.gov.uk)

**Seconded CC Manager – Sally Nightingale**  
[sally.nightingale@lancashire.gov.uk](mailto:sally.nightingale@lancashire.gov.uk)

**Seconded HT (0.2fte) – Linda Clement**  
(Kingsfold Primary School, Penwortham)  
[head@kingsfold-pri.lancs.sch.uk](mailto:head@kingsfold-pri.lancs.sch.uk)

[www.lancashire.gov.uk](http://www.lancashire.gov.uk)

## Background

- EI strategy agreed by Trust June 2010
- Strategic lead appointed
- EI Commission agreed with 12 LCTP's for their share of EI funding
- 12 Early Intervention Officers (3 senior) appointed Spring 2011
- All EIDO's in place and working with LCTP's

## Pupil Premium

- Introduced by coalition
- On line Sept 1<sup>st</sup> 2011
- £430 per free school meal pupil
- £430 per looked after pupil
- Allocated to schools
- Rising to £1720 over lifetime of parliament



## Best Start Lancashire

- Pupil premium +
- £2M of savings to be allocated in first year
- Focus on early support to raise attainment
- Delivered for schools through Children's Centres
- Reconfiguration of Early Years settings

## Why?

[www.lancashire.gov.uk](http://www.lancashire.gov.uk)

## Positive parenting makes a difference...

There are children in lone parent families, low income families, transient families, those with parents with mental health issues or substance misuse issues, who have a good start in life and learn and develop at the expected rate.

### Millennium Cohort Survey:

School Performance at age 5 - % performing at a good level of achievement (Foundation Stage Profile)

No Poverty and Positive Parenting	73%
No Poverty and Poor Parenting	42%
Persistent Poverty and Positive Parenting	58%
Persistent Poverty and Poor Parenting	19%

[www.lancashire.gov.uk](http://www.lancashire.gov.uk)

K Kiernan University of York

## So what can make the difference?

### Family resilience

- Some families are able to respond positively to serious threats and challenges to their wellbeing and other in similar circumstances do not.
- The difference can be described as resilience – the ability to recognise, adapt and cope with adverse circumstances.
- Children from families that are “resilient” are more likely to have better outcomes regardless of their family’s circumstances.

[www.lancashire.gov.uk](http://www.lancashire.gov.uk)

Research indicates that resilience is generally made up of a balance of risk factors as against protective factors. If more protective factors are present families are more likely to cope and vice versa.

### So what seems to make the difference and what should we focus on in supporting families to help their children?



[www.lancashire.gov.uk](http://www.lancashire.gov.uk)

## Helping families to help themselves – supporting greater coping and resilience

Key aspects for us to consider in targeting our support to those who need it the most:

- i. Family cohesion – good emotional bonds between family members – immediate and extended.
- ii. Family belief systems – families that believe they can cope and get past difficulties and who visualise and work towards a future.

- iii. Coping strategies – families who focus on problem solving, analysing the problem and possible solutions and seeking help to help them overcome issues.
- iv. Communication – central to high protective factors, families who discuss problems, discuss and communicate with their extended families and look for the widest possible sources of help.



Our approach to early family support therefore needs to identify families who are on benefits who:

1. have **high resilience** and who can seek out help for themselves (**thriving and coping**);
2. have **some resilience** and who with the right help can boost their protective factors and their coping (**just coping / struggling to cope**), and
3. have **low resilience**, high risk factors and who are **not coping** and potentially in chaos.

**We need a different approach for each general grouping:**

1. Those who are **thriving/coping** need access to information to allow them to select and access the help and support that they have identified they need.
2. Those who are **just coping / struggling to cope** will potentially need a **key person** to:
  - help them look at and understand what their family problems are;
  - identify how they as a family might overcome them, and
  - how they can access help from their extended family, their community or outside agencies to get them past their current difficulties.

3. Those who are **not coping** will potentially need us to give them:

- more intensive help coordinated across a range of key agencies and for a sustained period of time with a limited number of key workers;
- help for the family to understand and take control of their situation and circumstances,
- Ownership of the solution and a move down the continuum without creating dependency



## CYP – Continuum of Need and Support

	Level 1	Level 2	Level 3	Level 4
CYP Outcomes and family stability	Thriving	Coping	Struggling to cope CAF?	Not coping
	Universal Services			
		Early Intervention		
			Targeted	
				Specialist



Measuring outcomes, quality assuring our work and making a difference.

**Quantitative information - How much/how many?**

e.g.

- How many families have contacted the service
- How many parents have attended training on parenting
- How many parents have engaged with supporting their child's learning at home.



**Qualitative Information – how well was it done?**

e.g.

- How many families went on to access further services after the initial contact
- Did parents feel that they had learned something or their skills had improved as a result of attending parenting training?
- Did parents and children and young people feel that they were well supported to help their child's learning and development at home?



### Outcomes Information – What difference did this make?

e.g.

- The percentage of parent and/or children and young people who feel that something has changed for the better or improved as a result of contacting and using a specific service
- The percentage of parents who completed the training and who felt that their parenting had improved as a result.



[www.lancashire.gov.uk](http://www.lancashire.gov.uk)



### Outcomes Information – continued

- The percentage of parents who report regular support for their child's learning
  - the percentage of children and young people who reported they were making faster/ better progress in school or early years setting and
  - the percentage of children and young people whose learning had improved as measured and reported by schools / settings.

[www.lancashire.gov.uk](http://www.lancashire.gov.uk)

## THE **BIG** QUESTIONS FOR US ALL

1. What is the evidence base for the work that you are undertaking?
2. What impact is what you are doing having on this family, child or young person?
3. How do we know that we are working alongside the family and building their coping skills not doing it for them?

4. How will we know if we are having a **positive** impact and making a positive difference to the lives of this family.
5. What does the parent/child/young person feel about the impact the service is having?.
6. If we are not having a measurable positive impact, why not and what do we need to change?



## District Children's Trusts

- District Children's Trusts support the eight countywide priorities from the Lancashire Children and Young People's Plan.
- The CYPP also includes District specific priorities to reflect local needs within a District footprint.
- Children's Trust partners provide and contextualise data, including through the Joint Strategic Needs Assessment, to inform these District priorities and the outcomes expected.
- District Children's Trust action plans are based upon their agreed priorities, assisting in the joint commissioning of services for children, young people and their families, and with a focus on early support.
- District Children's Trusts are accountable to the Lancashire Children's Trust for meeting their priorities. Performance scorecards are being developed for each District Trust to measure progress in the delivery of outcomes.

## District Priorities

### Burnley

- Foundation learning and parental support at Early Years
- School attendance
- Drugs and alcohol abuse
- Domestic abuse

#### Emerging issues:

- Child obesity
- Teenage conceptions

### Chorley

- Early Intervention
- Reducing the number of NEET
- Things to do / places to go
- Reducing risk taking behaviours

### Fylde

- Persistent absence
- Emotional health and wellbeing
- Child obesity

### Hyndburn

- Child sexual exploitation
- Drugs and alcohol misuse
- Domestic abuse

### Lancaster

- Improving the health and wellbeing
- Reducing the number of NEET
- Improving outcomes for vulnerable groups (16-17 year olds)
- Things to do / places to go

### Pendle

- Narrow the gap in educational attainment
- Reducing the number of NEET (16-18)
- Infant mortality
- Health - reducing child obesity
- Safeguarding



### Preston

- Supporting parents and families in priority areas to reduce neglect
- Reducing teenage pregnancies
- Reducing the number of NEET
- Reducing child obesity

### Ribble Valley

- Family/parenting issues
- Emotional health and wellbeing
- Places to go / things to do
- Personal safety / risk taking behaviour

### Rossendale

- Provide support to family victims of domestic abuse
- Reducing risk taking behaviours
- Improve outcomes for 16 -17 year olds moving to independent living
- Narrow the gap in educational

### South Ribble

- Early Intervention
- Things to do / places to go
- Risk taking behaviour

### West Lancashire

- School exclusions
- Narrow the gap in educational attainment
- Improving breastfeeding
- Reducing child obesity
- Things to do / places to go

### Wyre

- Volunteering and community involvement experiences for those at risk of becoming NEET or involved in criminal activity
- Develop the Fleetwood Integrated Services Model
- Support for parents / carers to help them enhance the emotional / physical wellbeing of their children
- Promoting emotional health and positive perceptions of young people across Trust activity

## Best Start Lancashire

A school initiative to raise educational achievement, delivered through children's centres.

### Which children?

- Focus on Reception, Y1 & Y2
- 6000 FSM children across County
- Builds on the pupil premium



## Best Start Lancashire

### Strand 1 : Learning Support

- Family centred work around attainment
- Free training for all schools
  - Early Support for Reading
  - Early Support for Mathematics
  - Early Support for Talking, Speech, Language & Communication



### Sessions from October 2011

- 1 free place for ALL schools with KS1 children

# Best Start Lancashire

## Strand 2 : Early Support For Families

- New offer from Children’s Centres around Best Start Lancashire
- Builds a new infrastructure of support & closer links with Children’s Centres for the future
- Which schools are ‘linked’ to which CC?

**What might this Children’s Centre ‘offer’ look like?**

**What else could be included?**

# Best Start Lancashire

## How can we evaluate success?

- Evaluation of Foundation Stage outcomes in 2012 and 2013
- Key Stage 1 data 2012 & 2013
- Attendance figures
- Reduction in families moving towards ‘not coping’



**What other indicators could we use?**

**How can individual schools measure success?**

# Best Start Lancashire

## What next?

- CCs informed of Reception 'numbers'/funding
- Schools informed of notional funding & link CC
- Discussion at a local level – what is needed?
- We will issue – summary of this session & next steps...
- Support from Sally & Linda for clusters/networks



**Let's work together to make a positive difference...**

## Scrutiny Committee

Meeting to be held on 7 October 2011

Electoral Division affected: None
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## Cultural Services Progress Report

(Appendices 'A', 'B' and 'C' refer)

Contact for further information:

Ian Watson, 01772 534 009, Adult and Community Services Directorate,  
ian.watson@lancashire.gov.uk

### Executive Summary

An update report on progress with implementing the Culture and Sport Strategy 2010-14.

### Recommendation

The Committee is asked to note the report and consider how it wishes to monitor future progress.

### Background and Advice

In April 2011, the Scrutiny Committee considered how it wished to monitor implementation of the Culture and Sport Strategy 2010-14 and requested an update report to be presented to the October meeting.

In the Committee's workplan, it identifies the following areas of particular interest:

- Analysis of Directorate Outputs including the Culture and Sport Strategy
- Corporate Action Planning
- Developments including Lancaster Castle
- Progress on delivery of Records Office action plan

Cultural Services has benefitted from the examination of its component services by the Committee in recent years including member task groups on libraries and museums as well as the new group to look at the issue of arts funding across Lancashire.

This report consolidates those individual strands of work into a complete overview of all activities currently being undertaken by Cultural Services in line with the Culture and Sport Strategy.

## **Cultural Services Business Plan 2011-12**

The Cultural Services Business Plan 2011-12 (Appendix 'A') identifies the key areas of activity for Cultural Services. This is supported by individual team plans for Libraries; Heritage; Development and Support, which in turn are supported by individual site plans for each museum, library and each specialist team within Cultural Services.

The Plan will be revised and up-dated during October at the half-year stage but demonstrates how Cultural Services is responding to the Culture and Sport Strategy and is working within the corporate action planning process.

A presentation will be made to the Committee highlighting recent developments but the results of the Living in Lancashire survey (Appendix 'B'), which was commissioned to focus on "Leisure & Culture", will inform the development of the Business Plan starting with a pilot marketing campaign in West Lancashire.

### **Progress on delivery of Records Office Action Plan**

Work has continued on implementing the Action Plan and it has been up-dated to reflect the position as of September 2011 (Appendix 'C').

### **Consultations**

N/A

### **Implications:**

This item has the following implications, as indicated:

### **Risk management**

There are no risks identified at this stage.

## **Local Government (Access to Information) Act 1985**

### **List of Background Papers**

Paper	Date	Contact/Directorate/Tel
Culture and Sport Strategy for Lancashire County Council 2010 - 2014		Ian Watson, Adult and Community Services Directorate, 01772 534 009

Reason for inclusion in Part II, if appropriate

N/A





## **Cultural Services**

**Our core purpose is to ensure that Lancashire residents and visitors have opportunities for access to, participation in and employment within a wide range of high quality cultural experiences**

**Head of Service: Ian Watson**

**Adult and Community Services**

**Service Level Business Plan 2011/12**

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## Business Plan Introduction

### Purpose

The purpose of this Service level business plan is to help managers and employees to identify, clarify and communicate the following:

- an overview of this service
- the main projects and work commitments for the current year and how and when progress will be monitored
- the actions that this service will undertake during the current year in its aim for continuous improvement
- the links between these Directorate and Corporate objectives and priorities and the actions that will be undertaken to meet commitments made in the Directorate and Corporate plans

### Value

The business planning process is an aid to a service's continuous improvement by helping with the following:

- giving consideration to what's happened in the past year, its impact and influence on the future
- an opportunity to plan what needs to happen in the service next year and the years beyond
- managers to allocate workloads and resources
- informing the Personal Development Appraisal (PDA) process
- helping employees and managers to identify, prioritise and contribute to service improvements

### Review

This plan is developed by the manager with involvement from all employees, and is renewed annually. The plan should be used and updated regularly throughout the year to monitor and ensure that progress against the action plans, changes in priorities or employee details are recorded. This plan will be published on the Adult and Community Services Directorate's Business Planning intranet site for internal use. Externally, there is a published directorate business plan <http://lccintranet2/corporate/web/?siteid=3628&pageid=11397>

The officers responsible for updating this business plan are Ian Watson, Julie Bell, Bruce Jackson, David Blackett, Ann Marsh

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## About the service

### Key activities

We fulfil our core purpose by providing

- Information
- Opportunities for engagement (e.g. users and volunteers)
- Facilities
- Partnership working
- Opportunities for learning
- Employment
- Advocacy for culture

And by

- Supporting corporate and directorate objectives
- Preserving our cultural heritage
- Marketing cultural services
- Developing joint service work within cultural services

### Plans

These Regional, Local and National plans influence our services:

- Culture and Sport Strategy for Lancashire County Council
- DCMS – Passion for Excellence
- Lancashire Economic Partnership
- Renaissance in the Regions
- Framework for the Future
- The Learning Revolution White Paper
- Every Child Matters
- Fulfilling Their Potential
- Digital Britain
- Ambition Lancashire, the Corporate Strategy, and the Directorate Business plan
- Fylde Coast Cultural Strategy
- Archives for the 21st century;
- Information matters: building government's capability in managing knowledge and information

## Accreditations and Awards

Our services have the following awards:

- Investors in People
- Museums Accreditation
- Institute of Conservation Accreditation
- Designated Collections houses at Queen Street Mill Museum and Helmshore Mills Textile Museum
- Learning Outside the Classroom (LOTC) Quality Assurance for all schools sessions in Museums
- Visit Britain's Visitor Attraction Quality Assurance Service (VAQUAS) -Museums
- Navajo Charter
- Love Libraries Award
- 2010 TNA assessment of local authority Archive services – 4\*

## Resources

Staff and finance

The budget for 2010 – 2011 was as follows:

- Libraries - £17,902,000 (86% of the total budget for Cultural Services)
- Museums - £1,688,000 (8% of the total budget for Cultural Services)
- Archives - £589,000 (3% of the total budget for Cultural Services)
- Arts - £680,000 (3% of the total budget for Cultural Services)

In the County Council's Financial Strategy for the next three years, Cultural Services will be required to save:

- £1.5 million from the staffing budget
- £300,000 from the Resource Fund
- £75,000 from the review of mobile libraries
- £200,000 from the arts budget

The Museums Service operates seasonal opening patterns which means that staffing levels vary throughout the year. Currently there are 100 full time equivalent (FTE) staff, 120 seasonal/casual staff/freelance group leaders, 60 volunteers.

The Library service has currently 551 FTE staff

The Arts Development Service has 5 FTE staff

The Archives Service has 23 FTE staff while the Records Management service has 9.4 FTE employees, including 2 temporary Project Records Managers

## Who we are

We are part of Community Services in the Adult and Community Services Directorate and we consist of the following key staff:

<b>Title</b>	<b>Name</b>	<b>Phone number</b>	<b>Email</b>
Head of Cultural Services	Ian Watson	01772 536287	<a href="mailto:ian.watson@lancashire.gov.uk">ian.watson@lancashire.gov.uk</a>
County Libraries Manager	Julie Bell	01772 536727	<a href="mailto:julie.bell@lancashire.gov.uk">julie.bell@lancashire.gov.uk</a>
County Heritage Manager	Bruce Jackson	01772 533026	<a href="mailto:bruce.jackson@lancashire.gov.uk">bruce.jackson@lancashire.gov.uk</a>
Cultural Services Development Manager	David Blackett	01772 534091	<a href="mailto:david.blackett@lancashire.gov.uk">david.blackett@lancashire.gov.uk</a>

## Partnerships

These are the registered partnerships that we are a part of:

- UCLAN
- Booktrust
- Irwell Sculpture Trail
- Blaze (with Blackpool Council and Creative Lancashire)
- Lancashire and Blackpool Tourist Board
- North West Sound Archive

Any additional partnerships that may be achieved during the course of the year will need to be registered on the corporate database. Corporate Partnerships intranet site <http://lccintranet2/corporate/web/view.asp?siteid=3833&pageid=13700&e=e>

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## Service Overview – 2010/11

### In 2010/11:

#### Our Successes were:

- Completed Phase 1 of Cultural Services restructure
- Phase 2 of the Regenerate programme of capital investment in libraries completed – Kirkham, Penwortham; three libraries completed as part of the Big Lottery funded project – Colne, Haslingden and Lancaster; Children's Centres built onto existing libraries at Lostock Hall, Whalley, Adlington, Cleveleys, Halton, Trawden; new library built at Heysham on the site of the previous library. Successful Friends of Libraries established at Haslingden, Colne, Lancaster, Thornton and St Annes. The latter successfully bidding for £50,000 funding to improve the garden area.
- Areas for young people created at Burnley and Skelmersdale as part of the Youth Culture Offer
- Self service introduced into 21 libraries by the end of April 2011
- Maintaining "Business as usual"
- Refurbishment of Fleetwood Maritime Museum cafe
- Record Office plant replacement begun
- Digital preservation processes improved and national "ground breaker"
- Information strategy completed
- Staffing review of Grade 4s and Grade 6s completed in Library Service
- New shared services with 6 children's centres
- Successful bid for Capital Schemes
- Record Office performance improves in national assessment
- Museum of Lancashire project has begun
- Visitor numbers holding up or rising at museums
- Increase of community engagement/partnerships
- Range of library developments including:

- Living Libraries
- Get Online
- Get into Reading
- Lancashire Reads
- Lancashire Book of the Year Award



## Our Performance was:

Indicator	Measure	Actual 09/10	Target 10/11	Collection	Forecast (RAG Rating)	Forecaster	PWG Owner(s)	Source & Refs	Commentary
Local Indicator	Lancashire's heritage - increase visits to museums	234,558	250,000	Annual		Steve Lloyd	Olive Carroll / Dave Burnham	Actual Visitor Numbers	Factors which will influence target outcome:- One museum site currently closed for redevelopment until late summer 2011. Also loss of dedicated Marketing Team.
NI 009	Lancashire's culture - increase use of Libraries	48.70%	50.00%	Annual		Steve Lloyd	Olive Carroll / Dave Burnham	Active People Survey	The target for 10/11 was set as an ambitious interim target in Ambition Lancashire with a 2025 target of 65%. The 10/11 figure looks likely to be 47 to 48%

## Our Customers said the following about us:

- "Dedicated staff"
- Ann Parker who spoke at the Library Service's staff conference in March, has recently contacted the service with further positive comments about the level of service she continues to receive from libraries
- Visit to Lancaster Castle best bit of all holiday (the guides) – see also "sitevisitor.com"
- Positive viewpoints received from users of the Library Service
- Press coverage of Get It Loud In Libraries (GILIL) has been national
- Results of last year's Public Library User Survey were positive, particularly about staff
- Record Office is 'breaking new ground' on digital preservation
- Site visitor books demonstrate positive feedback from visitors

### Our Service Changed in the following ways:

- Introduction of self service into 14 libraries before Christmas and the impact of new ways of working
- Phase 1 restructure
- CERMS roll-out continues – impact LCC wide
- New build at Heysham and continued capital investment in libraries
- Creation of 'community history' within Heritage will create new outreach/engagement/volunteer opportunities
- Communications and marketing staff centralised
- Joint services developed in libraries with children's centres being built onto 6 library buildings
- More partnership working at a local level
- Greater demand for NVQ's from staff this year

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## How we will contribute to the Directorate and Corporate Vision in 2011/12

Major projects and work commitments for 2011 – 12 that contribute to the Directorate and Corporate Vision

Communities / Citizens/ Customers/ Colleagues	Action	Responsible Officer	Expected Outcome (Performance Measure)	Target Date	Monitoring & Review	Support Service required
Colleagues	Contribute to the Corporate Talent Management Strategy by <ul style="list-style-type: none"> <li>• Undertaking a skills audit for workforce planning</li> <li>• Undertaking a skills audit arising from Phase 2</li> <li>• Staff developments – sharing knowledge and skills</li> </ul>	Dave Blackett (Alison Thies)	<ul style="list-style-type: none"> <li>• To be aware of any skills gaps</li> <li>• Contribute to the Corporate Talent Management Strategy</li> <li>• Business continuity</li> <li>• A workforce fit for purpose</li> </ul>	March 2012	Quarterly	HR
Customers	Achieve Customer Service Excellence Standard across all services	Dave Blackett (Alison Thies)	Public services for all that are efficient, effective, excellent, equitable and empowering – with the citizen always and everywhere at the heart of public service provision.	March 2012	Quarterly	
Colleagues	Review and revise information structures and governance within Cultural Services	Bruce Jackson (Carolyn Waite/	Have an updated plan and make staff aware of it	March 2012	Quarterly	

Communities / Citizens/ Customers/ Colleagues	Action	Responsible Officer	Expected Outcome (Performance Measure)	Target Date	Monitoring & Review	Support Service required
		Kathrine Baxendale)				
Citizens	To produce a marketing and communications strategy	Ian Watson (Communications Services)	<ul style="list-style-type: none"> <li>Improving geographical sharing of information</li> <li>Improved marketing of cultural services across the services (internally)</li> <li>Increased profile of cultural services (externally)</li> <li>Better use of websites and cross links</li> <li>Improved engagement with staff and customers</li> <li>Better audience experience</li> </ul>	Start by end of March then set further targets	Quarterly	Communications Services
Colleagues	Develop a series of cultural services conferences	Dave Blackett (Ann Marsh)	A better informed workforce and a more cohesive cultural services	Autumn 2011	Quarterly	
Colleagues	Carry out the cultural services restructure	Ian Watson	A cultural services service is established	Phase 1 2010/2011 Phase 2 2011/2012	Monthly	HR
Colleagues	Implement strategic planning time	Dave Blackett (Ann Marsh)	<ul style="list-style-type: none"> <li>Actions are delivered</li> <li>Business Plan is reviewed</li> </ul>	March 2012	Quarterly	

Communities / Citizens/ Customers/ Colleagues	Action	Responsible Officer	Expected Outcome (Performance Measure)	Target Date	Monitoring & Review	Support Service required
Citizens	<p>Develop a corporate action plan from the culture and sport strategy</p> <p>Develop Outcomes framework based on the priorities in the CS Strategy as an advocacy tool for staff, public, politicians and officers</p>	Ian Watson (Ann Marsh)	To take a lead in developing the action plan for the organisation	March 2012	Quarterly	
Communities	Improve LCC member engagement, monitor this engagement	Ian Watson	Raised awareness of cultural services amongst members	March 2012	Quarterly	Democratic Services (?)
Communities	Develop synergies across the service concerning capital projects	Dave Blackett (Louisa Alston)	<ul style="list-style-type: none"> <li>• Gain best value for projects</li> <li>• Deliver an enhanced experience to customers</li> </ul>	March 2012	Quarterly	Property Group
Customers	<p>Develop a cohesive approach to all IT related developments, including:</p> <ul style="list-style-type: none"> <li>• Social networking</li> <li>• Digital inclusion</li> <li>• Web content</li> <li>• Digital preservation</li> <li>• E books</li> </ul>	Bruce Jackson (Carolyn Waite)	<p>Services continue to develop the self service offer</p> <p>Services at the forefront of IT developments and remain relevant in a rapidly changing climate</p>	March 2012	Quarterly	<p>Corporate IT Services</p> <p>Communications Services</p>

Communities / Citizens/ Customers/ Colleagues	Action	Responsible Officer	Expected Outcome (Performance Measure)	Target Date	Monitoring & Review	Support Service required
Citizens	Develop relations with the Strategic partnership to ensure that cultural services have the ability to develop	Ian Watson/ CSLT	Citizens benefit from cultural services developing a quality offer in all elements of business covered by the strategic partnership	March 2012	Quarterly	Strategic Partnership
Colleagues	Devise an internal communications structure with staff engagement at its centre through <ul style="list-style-type: none"> <li>• Quarterly leadership meeting</li> <li>• Team meetings structure</li> <li>• Staff conferences</li> <li>• Customer service excellence</li> <li>• Using Team Talk</li> <li>• Continued "Big Conversations"</li> <li>• Floor walking</li> </ul>	Ian Watson (Alison Thies)	Workforce is fully informed and engaged	March 2012	Quarterly	Communications Services
Citizens	Develop a strategy for engagement with districts and unitary authorities	Ian Watson (Ann Marsh)	More effective and efficient examples of partnership working	March 2012	Quarterly	
Citizens	Develop a cohesive approach to the use of volunteers within Cultural Services	Dave Blackett (Gill Irvine)	More volunteers gain experience of working in cultural services Services and service users benefit from using volunteers	March 2012	Quarterly	Volunteer Services

Cultural Services 2011/12

Communities / Citizens/ Customers/ Colleagues	Action	Responsible Officer	Expected Outcome (Performance Measure)	Target Date	Monitoring & Review	Support Service required
Citizens	Develop an LCC Reading strategy	Dave Blackett (Jake Hope)	<p>A countywide Reading Strategy produced in partnership with other Directorates within the County Council</p> <p>The County Council clearly demonstrates its commitment to reading and literacy and acknowledges the leading role cultural services play in delivering this agenda</p>	October 2012	Monthly	Communications Services
Citizens	Develop a Cultural Services approach to the Youth cultural offer	Julie Bell (Jean Wolstenholme/Stewart Parsons)	<p>Other services within the Culture block benefit from the current work being done in libraries</p> <p>More young people involved in cultural activities</p>	March 2012	Quarterly	Communications Services Corporate IT Services Property Group
Citizens	Identify opportunities to work in partnership with other services, eg <ul style="list-style-type: none"> <li>• ACS</li> <li>• Public Health</li> <li>• GP Consortia</li> </ul> To explore potential areas of service which could be commissioned	Ian Watson/CSLT	<p>Partnerships developed</p> <p>Income generated</p> <p>Service users benefit from cultural services offers</p>	March 2012	Quarterly	

Communities / Citizens/ Customers/ Colleagues	Action	Responsible Officer	Expected Outcome (Performance Measure)	Target Date	Monitoring & Review	Support Service required
Customers	Management/review of collections <ul style="list-style-type: none"> <li>• Care and preservation of collections</li> <li>• Review maintenance and development of collections</li> </ul>	Bruce Jackson/ Julie Bell (Pamela Ward/ Julie Creer/ Jacquie Crosby/ Sue Ashton)	High quality collections maintained within Cultural Services and made available to the public	March 2012	Quarterly	
Communities	Develop partnerships within LCC and beyond: Visitor Economy Improvement Group LEPs Districts Parishes	Ian Watson /CSLT	Cultural Services demonstrate their value to partners and contribute to the economic development of the region	March 2012	Quarterly	
Citizens	Explore the potential benefits of shared services in the region	Ian Watson/ CSLT	Services become more effective and efficient	March 2012	Quarterly	
Communities	Museum of Lancashire project completed and operational	Bruce Jackson (Sue Ashton)	Communities of Lancashire and beyond have access to a quality museum	March 2012	Quarterly	Communications Service
Citizens	Use the Carbon Action Standard as a tool for reducing energy consumption in cultural services establishments, thereby cutting costs.	Dave Blackett (Ann Marsh)	Reduction of energy consumption in cultural services establishments. Reduction in energy charges	March 2012	Quarterly	



Communities / Citizens/ Customers/ Colleagues	Action	Responsible Officer	Expected Outcome (Performance Measure)	Target Date	Monitoring & Review	Support Service required
Citizens	Forward plan for major events in 2012: <ul style="list-style-type: none"> <li>• Olympic Games</li> <li>• Cultural Olympiad</li> <li>• Pendle Witches</li> <li>• Preston Guild</li> <li>• Open Golf</li> <li>• Charles Dickens</li> <li>• Titanic</li> <li>• Diamond Jubilee</li> </ul>	Julie Bell (Development Team)	High profile, high quality events delivered by LCC Cultural Services	Jan – Dec 2012	Quarterly	Communications Services  Corporate IT Services

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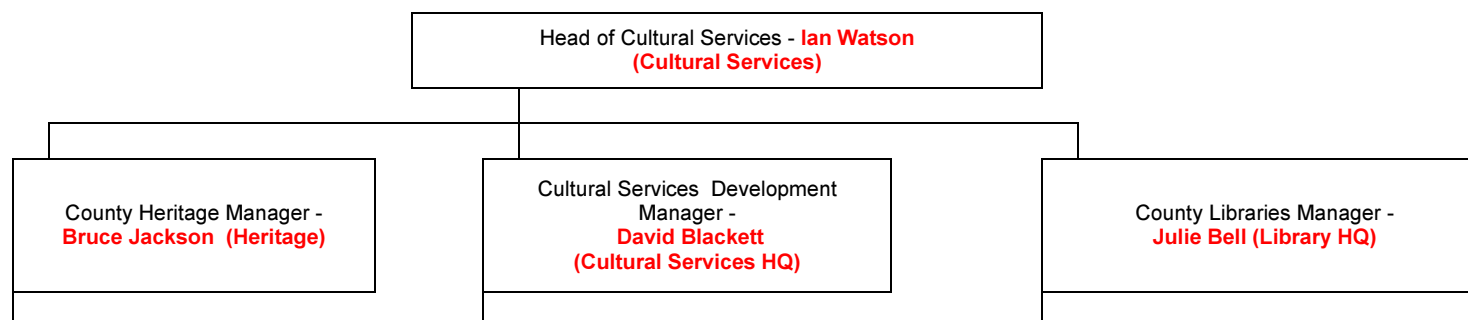
## Looking Ahead to 2012 - 2013

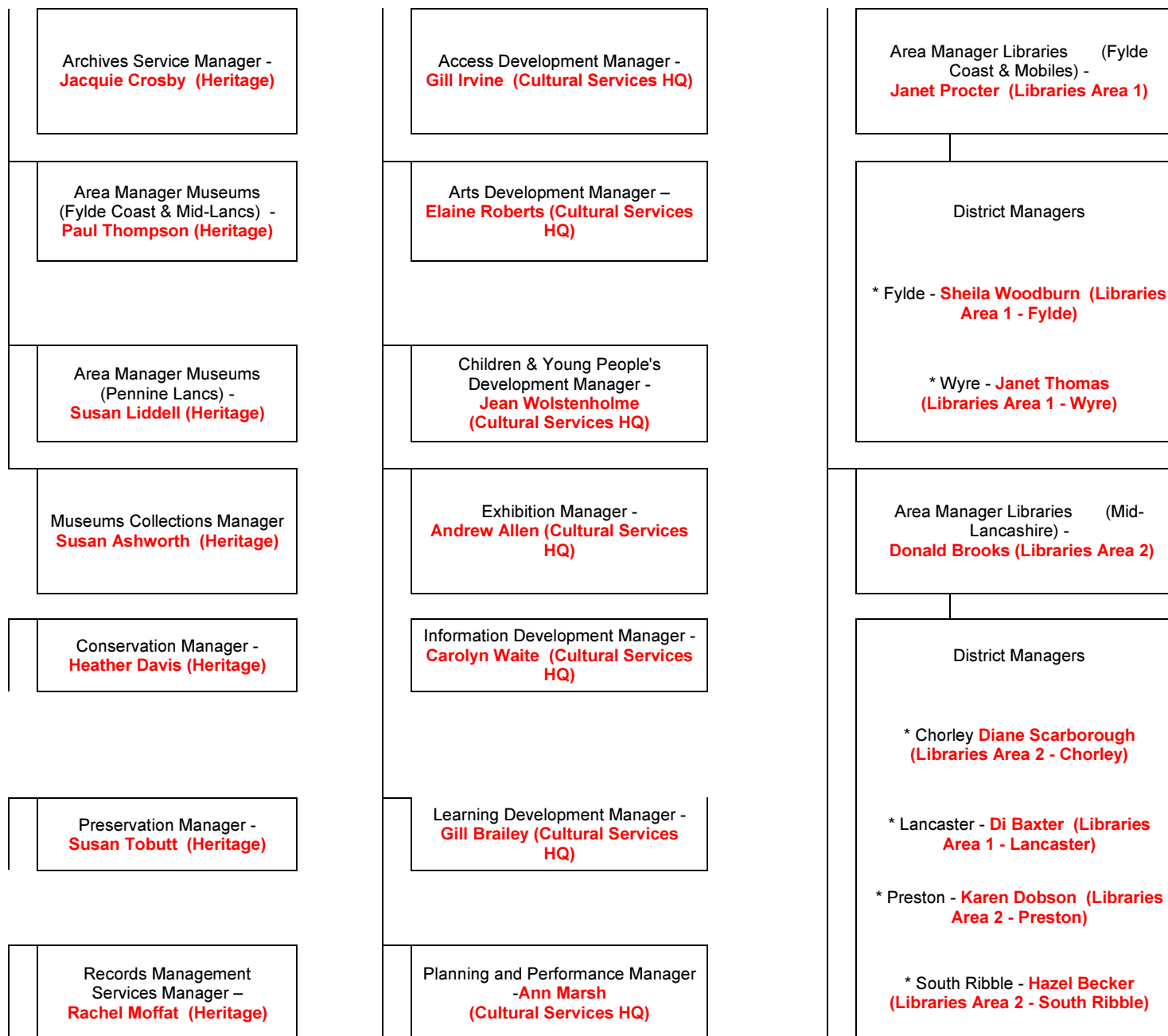
### Looking ahead we would like to:

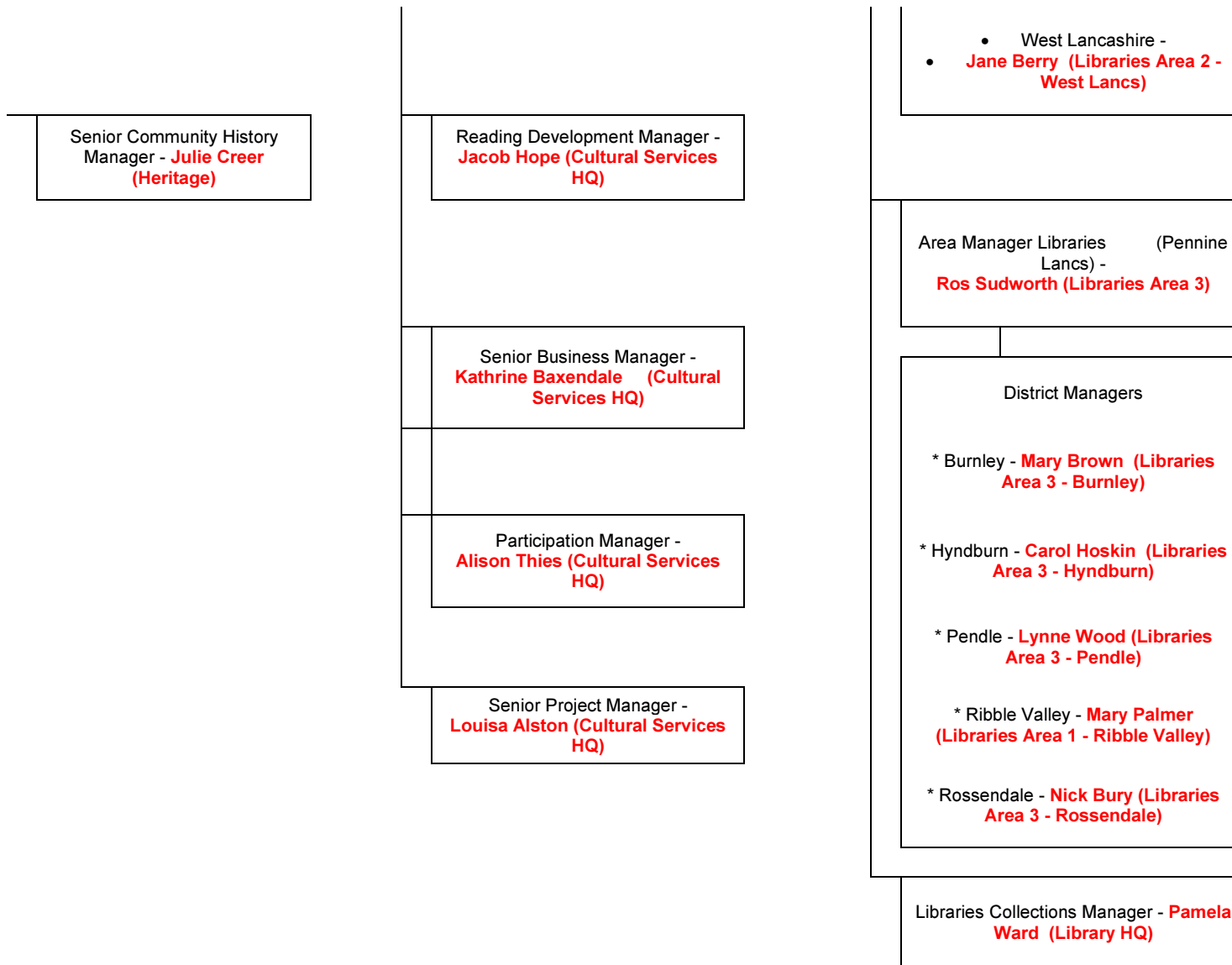
- Meet or exceed targets set on the Corporate scorecard
- Deliver required savings in the County Council's Financial Strategy
- Deliver excellent customer service through all cultural services
- Continue to develop innovative services with reduced staffing capacity
- Continue to improve the building stock within cultural services
- Increase the number of political advocates in support of cultural services

## Background Information

### Service Structure







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## Service SWOT Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Experienced, well qualified staff</li> <li>• Positive staff attitudes</li> <li>• Our buildings are our assets – use them more</li> <li>• Our libraries are used by many different people for many different things – not just books</li> <li>• Political support</li> <li>• Volunteering</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Negative staff</li> <li>• Not getting all our savings</li> <li>• Not showing others what we do</li> <li>• Need for capital investment when this is scarce</li> <li>• Some of our offers to customers are not as good/strong as they could be</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Look at staff skills</li> <li>• Sharing knowledge and skills between staff</li> <li>• Focus on small number of initiatives</li> <li>• Offering our resources to others to use building community capacity</li> <li>• Customer access strategy and strategic partnership and personalisation agenda</li> <li>• Moving forward using electronic/IT and being more electronically accessible</li> <li>• Demonstrating outcomes widely</li> <li>• Different business models for Arts</li> <li>• To gain external funding</li> <li>• Volunteering</li> <li>• Other local authorities buying into our services</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Loss of staff through Voluntary Redundancy</li> <li>• Danger of not focussing our resources</li> <li>• Uncertainty of corporate timescales, i.e. strategic partnership makes us reactive rather than proactive</li> <li>• Loss of political support</li> <li>• Delegation of budgets to schools</li> <li>• Withdrawal of some funding from other authorities</li> <li>• New situations with public due to new offer and having staff with skill to deal with it</li> <li>• Expectations of others as to what we can deliver</li> <li>• Potential for tensions with partners</li> </ul>

## Other Useful Links

ACS Business Planning: <http://lccintranet2/corporate/web/view.asp?siteid=3628&pageid=11397>

Corporate Performance: <http://lccintranet2/corporate/web/view.asp?siteid=2665&pageid=22456&e=e>

Corporate Risk Management: <http://lccintranet2/corporate/web/view.asp?siteid=2665&pageid=4931&e=e>

Corporate Impact Assessment:

[http://lccintranet/office\\_of\\_the\\_chief\\_executive/policy\\_unit/corporate\\_policy/corporate\\_impact\\_assessment/index.asp](http://lccintranet/office_of_the_chief_executive/policy_unit/corporate_policy/corporate_impact_assessment/index.asp)

Partnerships intranet site: <http://lccintranet2/corporate/web/view.asp?siteid=3833&pageid=13700&e=e>

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# **Living in Lancashire Wave 33 survey**

## **Leisure and culture**

**Prepared by** Mick Edwardson  
Corporate Research and Intelligence Team  
Policy Unit  
Lancashire County Council  
September 2011

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## 1 Executive summary

This wave of the Living in Lancashire panel looked at people's views on leisure and culture. The survey was sent by email or by post to all 3,283 members of the panel on 8 June and the fieldwork ended on 15 July 2011. In total 2,311 questionnaires were returned, giving an overall response rate of 70%.

### 1.1 Key findings

- When panel members were asked to think about leisure and culture in Lancashire they most frequently identified parks and open spaces (81%), countryside (73%), sports and leisure facilities (66%), museums (59%), libraries (58%), and local tourist attractions (57%).
- Respondents feel that leisure and culture is both good for them personally, with 86% agreeing leisure and culture has a positive impact on their life, and good for the county as a whole, with 86% agreeing leisure and culture help make Lancashire an attractive place to live, and 77% agreeing leisure and culture bring additional tourism to Lancashire.

#### 1.1.1 Libraries

- Almost three fifths of respondents or a member of their household have visited libraries in Lancashire at least three times in the last 12 months (57%), with 37% visiting at least once a month.
- The main reasons for not visiting libraries are that respondents prefer to buy books (45%), use the internet to get their information (43%) or are too busy (23%).
- While traditional library activities such as borrowing books (84%) and using the library as a resource for research (31%) remain the most common, respondents also visited libraries for other reasons, for example 21% use the internet in the library, 17% borrow CDs and DVDs and 11% take their child to an activity.

#### 1.1.2 Museums

- Nearly a quarter of respondents, or a member of their household, have visited museums at least three times in the last 12 months (23%). For over half of respondents, no one in their household has visited museums in the past year (54%).
- Respondents have not visited museums for a number of reasons. Over a quarter have visited them in the past and didn't want to revisit them (27%). Around a fifth are not aware of what museums have for them to

look at (21%) and a further fifth say they are not interested in museums in Lancashire (20%).

- Over half of respondents visit museums to see a specific exhibition (52%) or for a day out (51%).
- Nearly three quarters of respondents have or would visit the same museum in Lancashire more than once (74%) however 14% would not.
- Two thirds of respondents have visited more than one museum in Lancashire (66%), 31% have not.

### 1.1.3 Arts

- Around half of respondents were aware that Lancashire County Council provides funding for cultural activities in Lancashire (52%).
- Over half of respondents feel it is most important that the county council fund traditional activities (53%) and the theatre (52%). Nearly half of respondents feel it is important for the county council to fund art galleries (47%).
- Only 8% of respondents think the county council should not fund any cultural activities.
- Over two thirds of respondents have not been involved in, taken part in or been to see any of the listed organisations or projects recently funded by Lancashire County Council (69%).
- When asked what activities they would be likely to get involved with, take part in or go and see in the future, half of respondents said the theatre (50%), two fifths said film and cinema (42%) and around a third chose traditional activities (35%), art galleries (35%) or jazz/pop/rock/folk concerts (32%).

## 1.2 Recommendations

Respondents recognise the importance of leisure and culture to them as individuals, its role in making Lancashire an attractive place to live, and its ability to bring additional tourism to the county. However, the role that residents believe the county council should play in funding leisure and culture activities is less clear. In the Living in Lancashire wave 31 budget consultation, respondents placed leisure and culture among the lowest priorities for council spending, in comparison to other county council services<sup>1</sup>. Despite this, the responses to this survey indicate that respondents still recognise that it is important for the county council to fund some leisure and culture activities. When asked which cultural activities it is important for the county council to fund, less than one in ten respondents said that the county council shouldn't fund any.

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<sup>1</sup> Which three or four of the following should be the highest priority for spending in the coming years? Wave 31, December 2010. Respondents (unweighted 1972, weighted 1332).

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Around half of respondents think that the county council should fund art galleries. Lancashire County Council doesn't currently fund any art galleries but this result suggests that it may be worth considering this in the future. Some of the museums that are run by the county council have art related exhibitions so further promotion of these might be worthwhile.

Unsurprisingly, respondents mainly use libraries to borrow books (84%). This corresponds with the main reason given for not visiting libraries - prefer to buy books (45%). If libraries want to encourage this group of people to visit libraries they need to make them aware that they have more to offer than just borrowing books. Caution should be taken with this strategy to ensure that new activities such as live music don't discourage their current customers. A campaign to reposition libraries as relevant to today's society and promote the extra services that they offer is already planned for October this year. It would be worth repeating this research once the campaign has run to see if the way people use the libraries has changed.

The results of this survey show that museum visits are lower among BME respondents. The museum service may want to consider conducting further research to understand why BME respondents are less likely to visit museums. The service may also want to consider why BME respondents that do visit museums are less likely to visit, or want to visit, a museum more than once, and are less likely to have visited more than one museum in Lancashire. Some work is already underway promoting museums to BME and the lower socio-economic groups so again it would be interesting to see if this changes responses in the future.

A significant number of respondents are not aware of what museums have for them to look at or don't know of any museums in Lancashire. While the museum service is already running various marketing initiatives, they may wish to focus them more. In particular, a campaign that notes the changes to exhibits may also encourage people to visit museums that have visited in the past and don't want to visit again. A campaign to promote the Museum of Lancashire when it reopens in November is already underway. Successful elements of this campaign could perhaps be repeated with other museums in the county.

Awareness of organisations and projects funded by the county council is highest in the districts where the projects or organisations are located - with awareness dropping significantly the further away respondents are from where the projects or organisations are based. Cultural services and the Communications Service may want to consider if raising awareness across the county of these projects and organisations would raise participation, or conversely if publicity should be more focused in the local area as respondents' needs are generally met within their area.

Respondents from the West Lancashire district are less likely to be aware of, and have participated in projects and organisations funded by the county council but are just as likely as respondents from the rest of the county to agree the county council should fund cultural activities and just as likely to say they are willing to get involved in cultural activities in the future. This raises the question of whether or not the needs of residents from West Lancashire are being met. Cultural Services and the Communications Service may wish to carry out further work to understand if this is due to a lack of awareness of the projects and organisations that are currently available - both inside and outside of the district - or whether there is a lack of appropriate projects available in the area. As West Lancashire is on the border between Lancashire and other counties, residents may be travelling outside of Lancashire to visit museums or take part in other cultural activities.

## 2 Introduction

Lancashire County Council has used Living in Lancashire regularly since August 2001 (formerly known as Life in Lancashire). A panel of willing participants is recruited and is approached on a regular basis to seek their views on a range of topics and themes. Panel members are voluntary participants in the research they complete and no incentives are given for completion.

The panel has been designed to be a representative cross-section of the county's population. The results for each survey are weighted in order to reflect the demographic profile of the county's population.

The panel provides access to a sufficiently large sample of the population so that reliable results can be reported at a county wide level. It also provides data at a number of sub-area and sub-group levels.

Each wave of Living in Lancashire is themed. Firstly, it enables sufficient coverage on a particular topic to be able to provide insight into that topic. And secondly, it comes across better to the residents completing the questionnaires if there is a clear theme (or 2-3 clear themes) within each survey.

The panel is refreshed periodically. New members are recruited to the panel and some current members are retired on a random basis. This means that the panel remains fresh and is not subject to conditioning ie the views of panel members become too informed with county council services to be representative of the population as a whole.

## 3 Research objectives

The objective of this survey is to look at people's views on leisure and culture. Questions looked specifically at:

- what leisure and culture means to panel members;
- how and why people use facilities such as libraries and museums;
- views on county council funding for leisure and culture activities; and
- what leisure and culture activities panel members would consider getting involved with in the future.

## 4 Methodology

This wave of Living in Lancashire research was sent to all 3,283 members of the panel on 8 June. A reminder was sent on 29 June, with a final closing date of 15 July 2011.

The survey was conducted through a postal questionnaire and an online version of the same questionnaire being emailed to members who had previously requested to take part online. The postal questionnaire was sent to 2,296 members and the online questionnaire was sent to 987 members. Where members didn't respond to the online questionnaire they were sent a paper reminder.

In total, 2,311 questionnaires were returned, giving an overall response rate of 70%.

All data are weighted by age, ethnicity and district to reflect the Lancashire overall population, and figures are based on all respondents unless otherwise stated. The weighted responses have been scaled to match the effective response of 1,671, which is the equivalent size of the data if it had not been weighted and was a perfect random sample.

### 4.1 Limitations

The table below shows the sample tolerances that apply to the results in this survey. Sampling tolerances vary with the size of the sample as well as the percentage results.

Number of respondents	50/50 + / -	30/70 + / -	10/90 + / -
50	14%	13%	8%
100	10%	9%	6%
200	7%	6%	4%
500	4%	4%	3%
1000	3%	3%	2%
2000	2%	2%	1%

On a question where 50% of the people in a sample of 1,000 respond with a particular answer, the chances are 95 out of 100 that the answer would be between 47% and 53% (i.e. +/- 3%), versus a complete coverage of the entire Lancashire population using the same procedure.

The following table shows what the percentage differences between two samples on a statistic must be greater than, to be statistically significant.

Size of sample A	Size of sample B	50/50	70/30	90/10
100	100	14%	13%	8%
100	200	12%	11%	7%
500	1000	5%	5%	3%
2000	2000	3%	3%	2%

(Confidence interval at 95% certainty for a comparison of two samples)

For example, where the size of sample A and sample B is 2,000 responses in each and the percentage result in each group you are comparing is around 50% in each category, the difference in the results needs to be more than 3% to be statistically significant. This is to say that the difference in the results of the two groups of people is not due to chance alone and is a statistically valid difference (eg of opinion, service usage).

For each question in the survey, comparisons have been made between different sub-groups of respondents (eg age, gender, disability, ethnicity, geographic area) to look for statistically significant differences in opinion. Statistically valid differences between sub-groups are described in the main body of the report.

In charts or tables where responses do not add up to 100%, this is due to multiple responses or computer rounding.

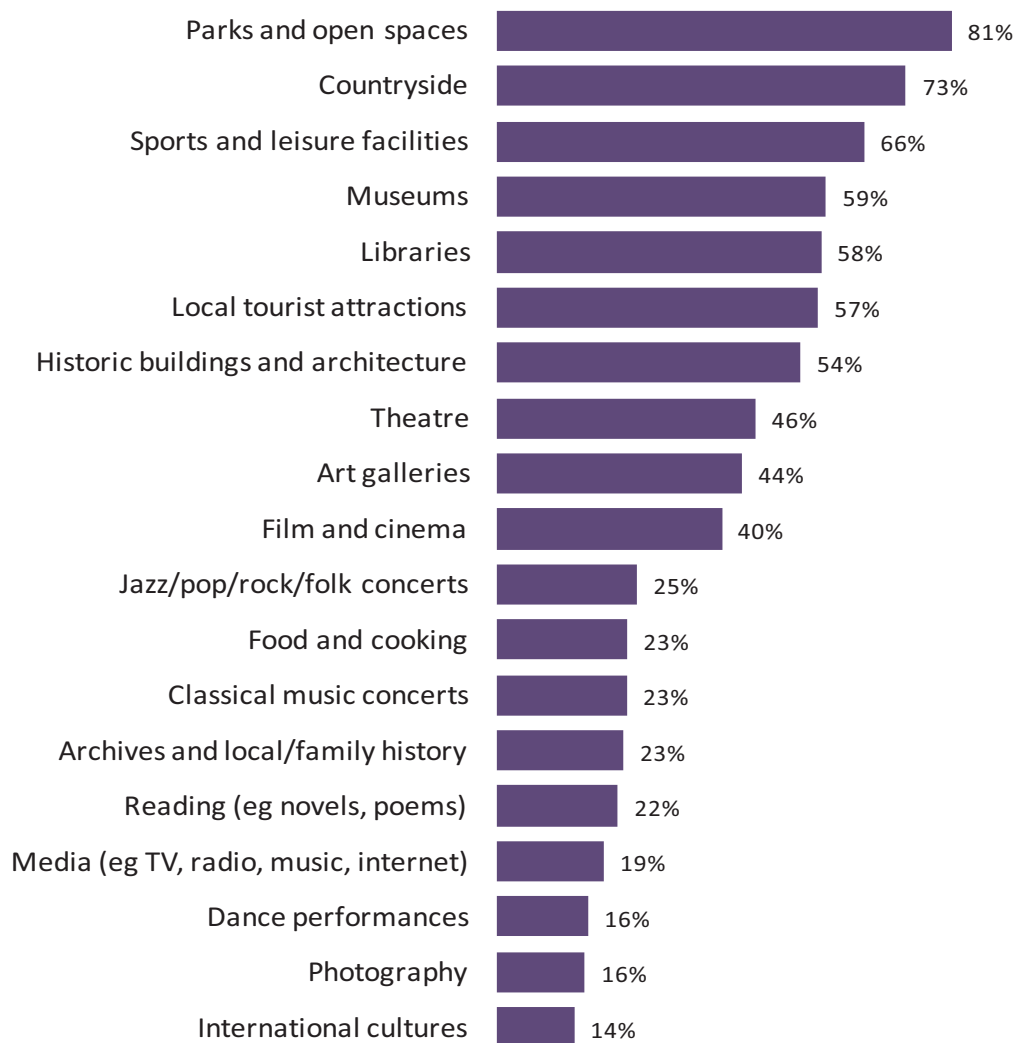


## 5 Main research findings

### 5.1 Leisure and culture

All panel members were asked to identify what they think about when asked about leisure and culture in Lancashire. Respondents generally chose several options, with the top seven options chosen by at least 50% of respondents. Four fifths of respondents identified parks and open spaces (81%), followed by nearly three quarters identifying countryside (73%) and two thirds selecting sports and leisure facilities (66%). Nearly three fifths of respondents selected museums and libraries (59% and 58% respectively).

**Chart 1 - Which, if any, of the following do you think about when asked about leisure and culture in Lancashire?**



Base: All respondents (unweighted 2297, weighted 1741)

Although still popular with BME respondents, parks and open spaces, and countryside were chosen less frequently (65% & 50% respectively).

Respondents aged 60 and over are more likely to identify libraries when asked to think about leisure and culture in Lancashire (66%).

Museums are more commonly identified by respondents from Lancaster and South Ribble (71% and 74% respectively), which is likely to be explained by the comparatively large number of museums in and around these areas.

Questions relating to the impact of leisure and culture within Lancashire were largely met with positive responses.

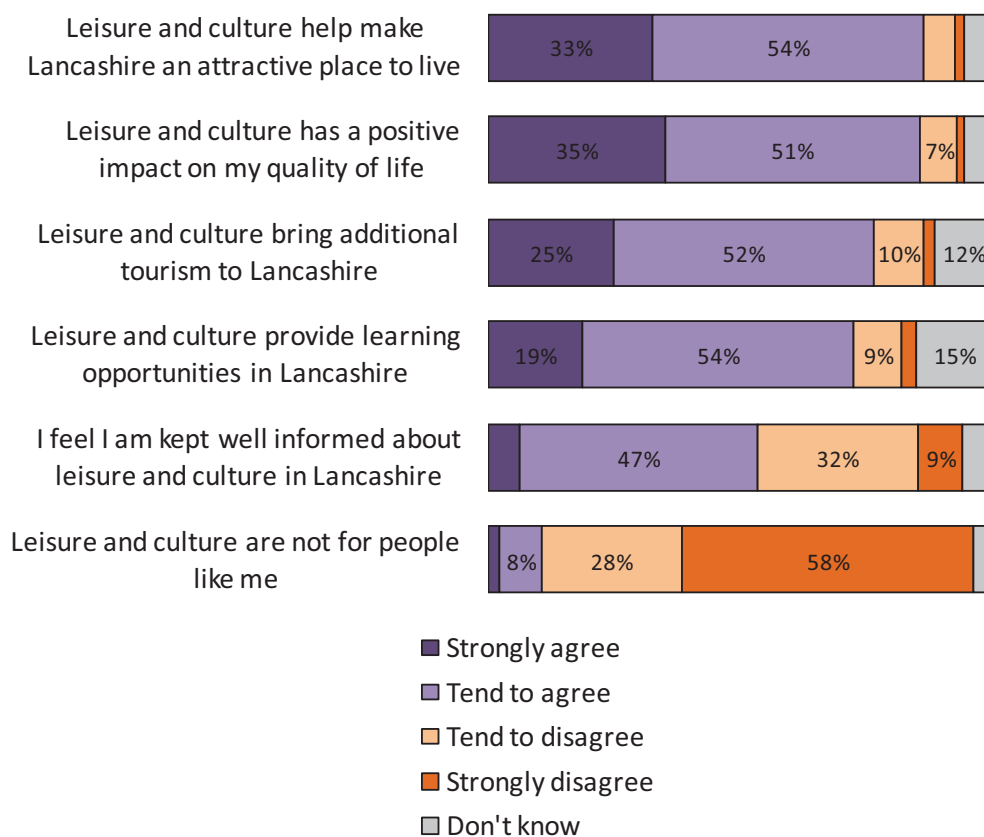
Respondents agree that leisure and culture are both good for them personally, with nearly nine in every ten respondents agreeing leisure and culture has a positive impact on their life (86%), and good for the county as a whole, with 87% agreeing leisure and culture help make Lancashire an attractive place to live.

Over three quarters of respondents agree that leisure and culture bring additional tourism to Lancashire (77%).

Two fifths of respondents disagree that they feel they are kept well informed about leisure and culture in Lancashire (41%).

Just over five in every six respondents disagree that leisure and culture is not for people like me (86%).

**Chart 2 - How strongly do you agree or disagree with the following statements relating to leisure and culture in Lancashire?**



Base: All respondents (unweighted 2117, weighted 1634)

The feeling that leisure and culture bring additional tourism to Lancashire is particularly high with respondents from Lancaster and Ribble Valley (83% and 88% agree respectively).

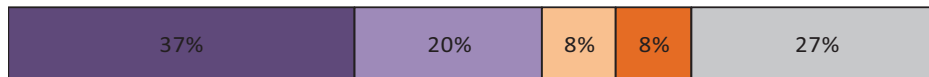
BME respondents and respondents in the lower socio-economic groups (C2 and DE) are more likely to agree that leisure and culture is not for them (23%, 18%, and 15% respectively).

## 5.2 Libraries

Almost three fifths of respondents say that they, or a member of their household, have visited libraries in Lancashire at least three times in the last 12 months (57%), with 37% visiting at least once a month.

Over a third of respondents say that neither they nor anyone else in their household has visited libraries in Lancashire in the last 12 months (35%).

**Chart 3 - In the last 12 months, how often, if at all, have you or a member of your household visited libraries in Lancashire?**



- At least once a month
- At least three times a year
- About once a year
- More than a year ago
- Not at all

Base: All respondents (unweighted 2283, weighted 1730)

Respondents that work full time are less likely to visit libraries at least once a month (29%).

Frequent library usage (at least 3 times a year) is more likely among respondents in the east of the county (61%) than those in the west (55%).

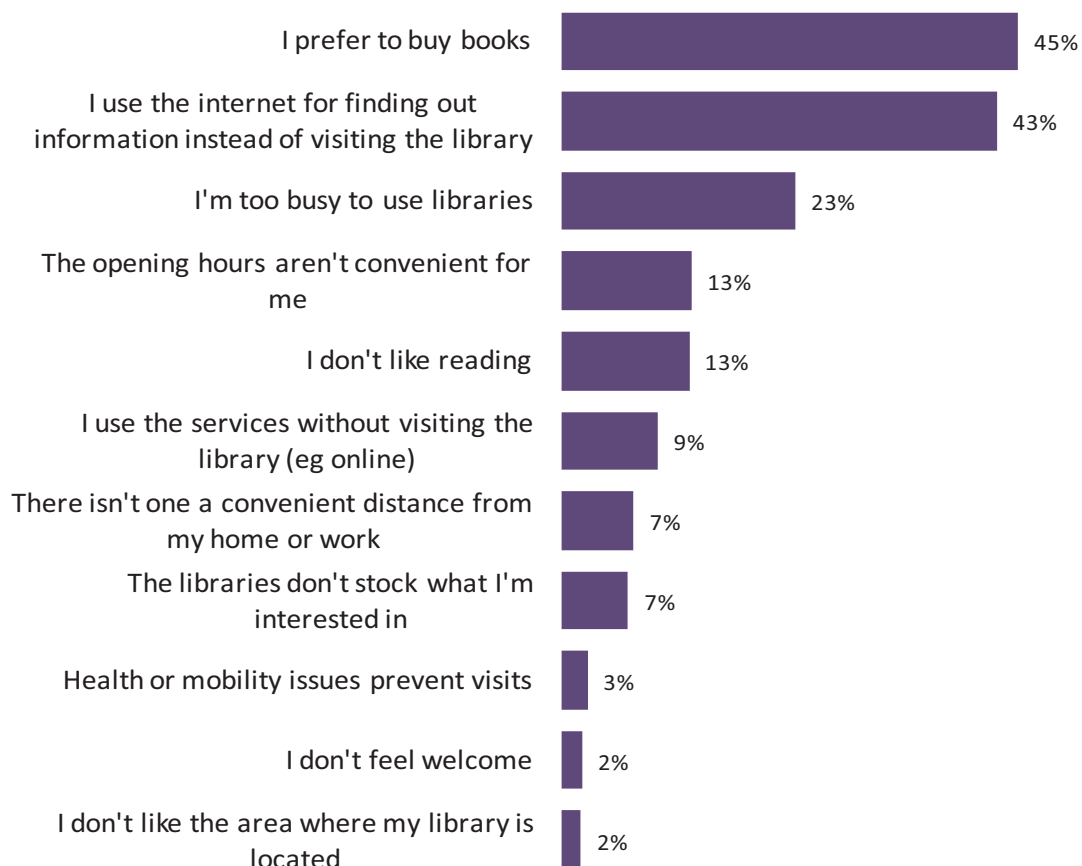
Respondents that haven't visited libraries in the last 12 months were asked why they hadn't. The two most common answers given are that they prefer to buy books (45%) and use the internet to get their information (43%). Around a quarter of respondents say they are too busy (23%).

Positively for the library service, very few respondents indicate that they don't use the library service because of the service itself, with only 2% indicating they didn't like where their local library is located and 2% stating they don't feel welcome.

The most common response about the library service itself is because opening times are not convenient (13%).

Unprompted, 3% of respondents identified health or mobility issues as their reasons for not visiting libraries.

**Chart 4 - Why haven't you visited libraries in Lancashire in the past 12 months?**



Base: Respondents that haven't visited libraries in the last 12 months (unweighted 911, weighted 694)

BME respondents and male respondents are more likely to say they don't like reading (22% and 21% respectively).

Rural respondents are more likely to say that there is not a library a convenient distance from their home or workplace (13%).

Respondents in the socio-economic group DE are less likely to use the internet to find out information instead of visiting the library (26%). This could be explained by the fact that respondents in socio-economic group DE are less likely to have access to the internet<sup>2</sup>.

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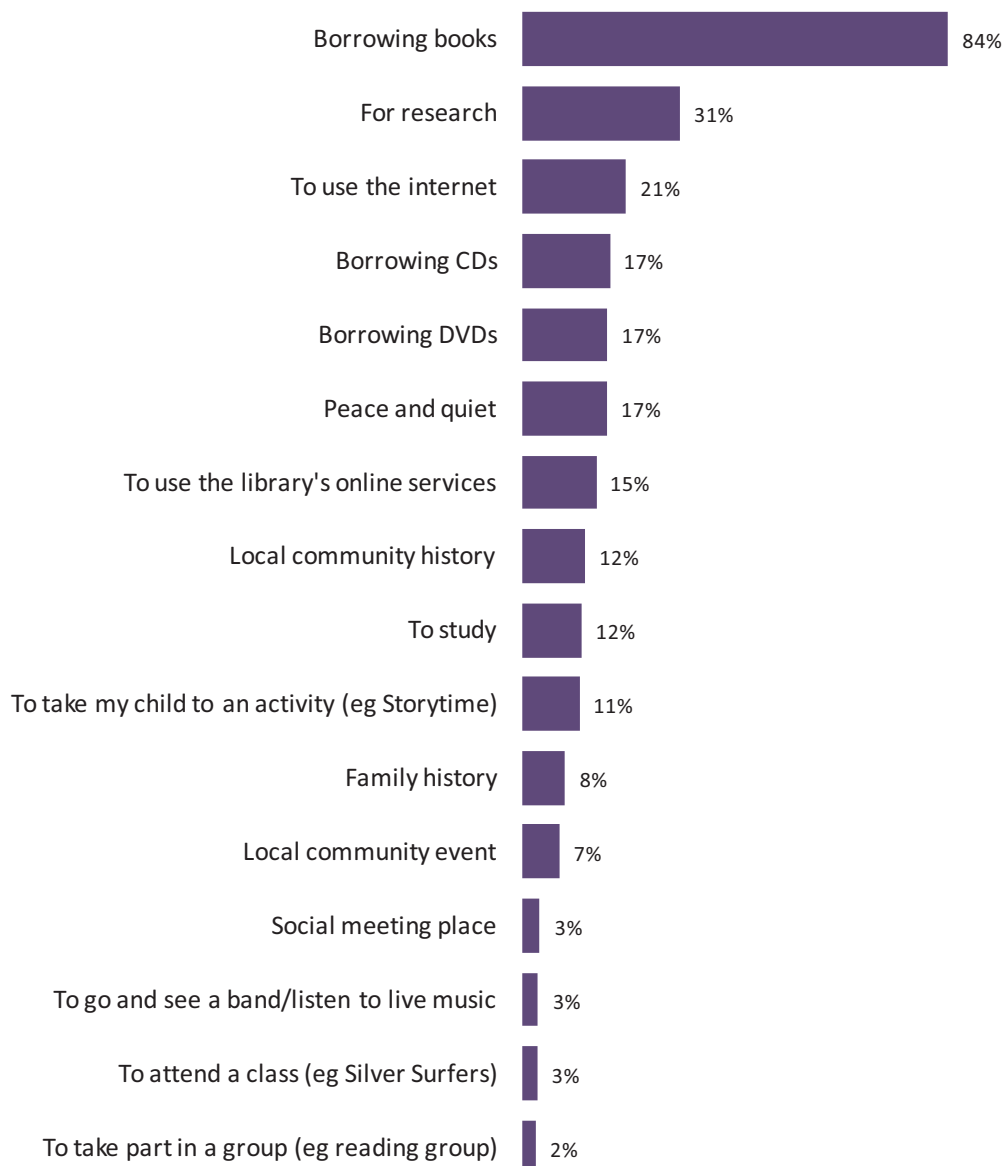
<sup>2</sup> Ofcom survey of home internet usage 2010, Q1. Do you or does anyone in your household have access to the internet/Worldwide Web at home? <http://www.ofcom.org.uk/static/cmr-10/UKCM-4.16.html>

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Respondents that had visited Lancashire's libraries in the last 12 months were asked what they use libraries for.

While traditional library activities such as borrowing books (84%) and using the library as a resource for research (31%) remain the most common, respondents also visited libraries for other reasons, for example 21% use the internet in the library, 17% borrow CDs or DVDs, and 11% take their child to an activity.

**Chart 5 - What do you use libraries for?**



Base: Respondents that have visited libraries in the last 12 months (unweighted 1620, weighted 1234)



Respondents aged sixty and over are more likely to use libraries for local community history and for family history (17% and 13% respectively).

BME respondents are more likely to use libraries for less traditional activities eg borrowing CDs (24%), to use the internet (37%) and to take a child to an activity (16%).

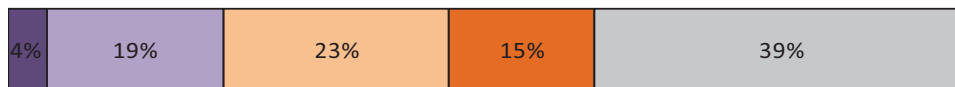
### 5.3 Museums

Unlike libraries, not all museums in Lancashire are run by the county council, there are also district council and private museums. It should be noted that questions in this section didn't specifically ask about Lancashire County Council museums and so responses could refer to any of the museums in Lancashire.

All respondents were asked if they or a member of their household had visited museums in Lancashire, in the last 12 months.

Nearly a quarter of respondents, or a member of their household, have visited museums at least three times in the last 12 months (23%). For over half of respondents, no one in their household has visited museums in the past year (54%).

**Chart 6 - In the past 12 months, how often, if at all, have you or a member of your household visited museums in Lancashire?**



- At least once a month
- At least three times a year
- About once a year
- More than a year ago
- Not at all

Base: All respondents (unweighted 2268, weighted 1722)

Museums visits are less common among BME households, with 63% stating they had not used them in the last 12 months.

Nearly two thirds of households in highest socio-economic group (AB) have used museums in the last 12 months (63%), compared to only two fifths in the lowest socio-economic group (DE, 37%).

Museum visits are higher for car owning households (46% have visited in the last 12 months) than households without a car (30%).

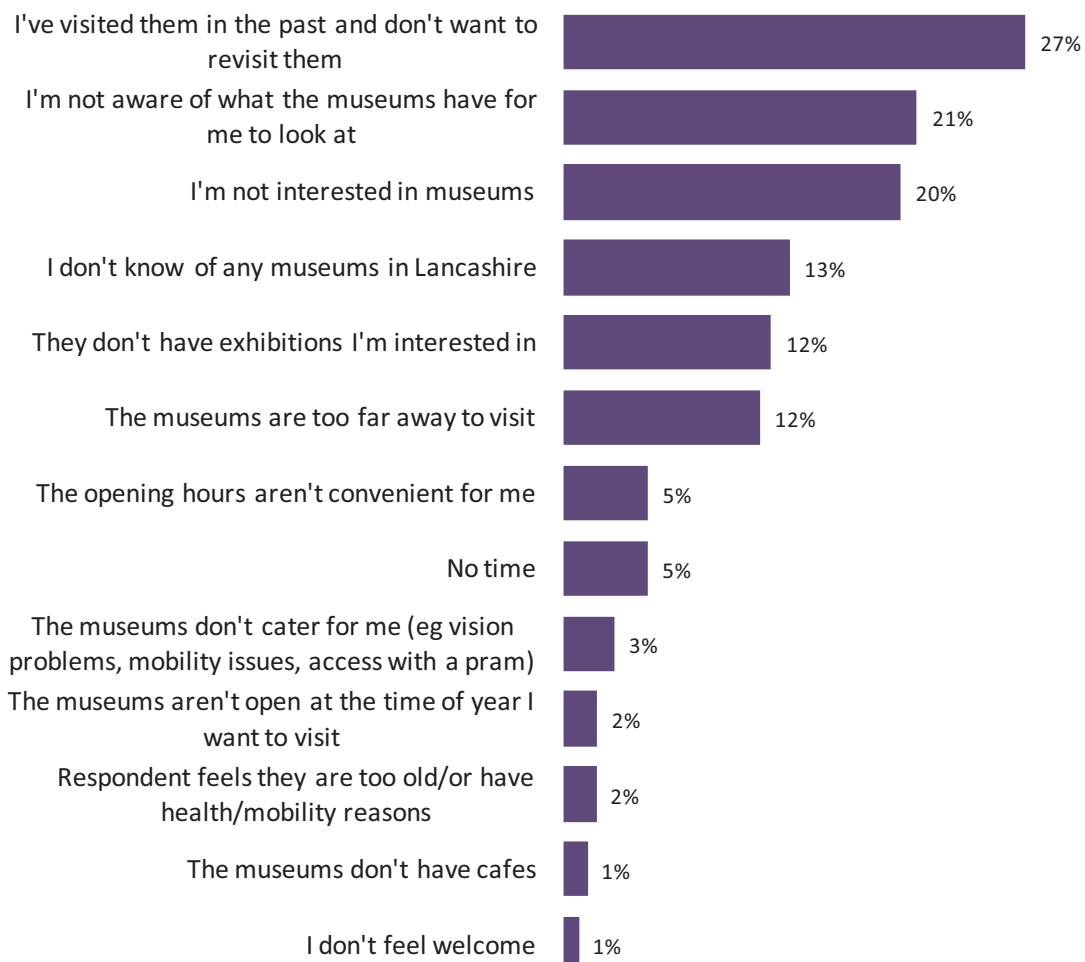
Respondents from West Lancashire are less likely to have visited museums – only 30% of respondents from West Lancashire district have visited museums in the last year. This may be due to there being no museums in West Lancashire district.

Respondents that haven't visited museums in the last 12 months were asked why they haven't. Over a quarter of respondents say they have visited the museums in the past and don't want to revisit them (27%). Around a fifth are not aware of what museums in Lancashire have for them to look at (21%) and a further fifth say they are not interested in museums (20%).

Opening times are not a major reason for not visiting museums as only 5% of respondents identified this as a reason why they hadn't visited.

A lack of awareness of museums and what they have for people to look at account for a significant proportion of the reasons why respondents haven't visited Lancashire's museums in the last 12 months (13% and 21%).

**Chart 7 - Why haven't you visited museums in Lancashire in the past 12 months?**



Base: Respondents that haven't visited museums in the last 12 months (unweighted 1278, weighted 987)

Male respondents are more likely to say they are not interested in museums (23%) and not interested in the exhibitions they have (16%).

BME respondents are more likely to be unaware of museums (38%).

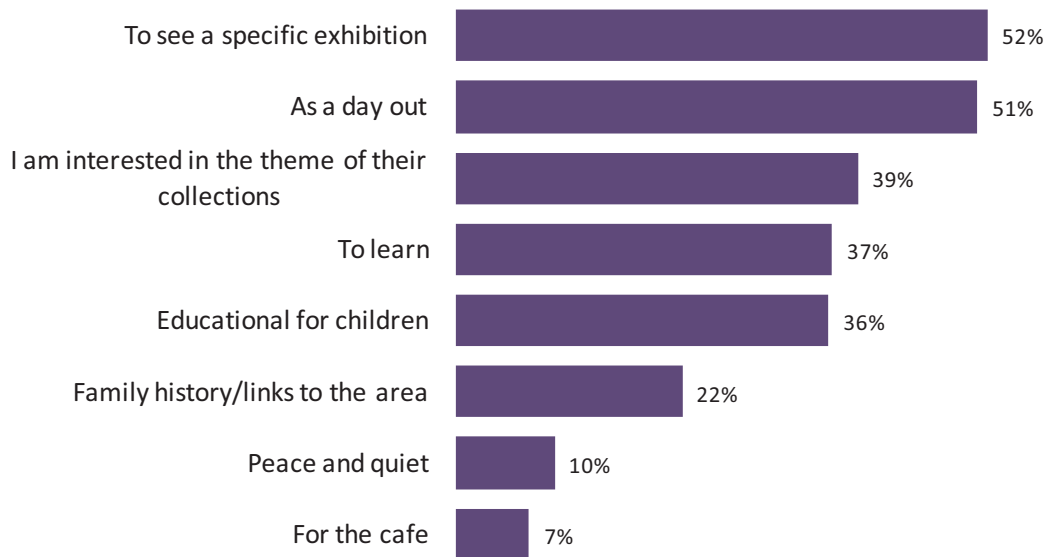
Disabled respondents are more likely to say they haven't visited museums in the last 12 months because they are too far away (16%) and they don't cater for them (8%).

Respondents that work full time are more likely to say that the opening times aren't convenient for them (11%).

Respondents in Pendle and West Lancashire are more likely to say they are not aware of what museums have for them to look at (30% and 36% respectively).

Respondents who have visited Lancashire's museums in the last 12 months were asked why they visit them. Over half of respondents go to see a specific exhibition or visit as a day out (52% and 51% respectively).

**Chart 8 - Why do you visit museums?**

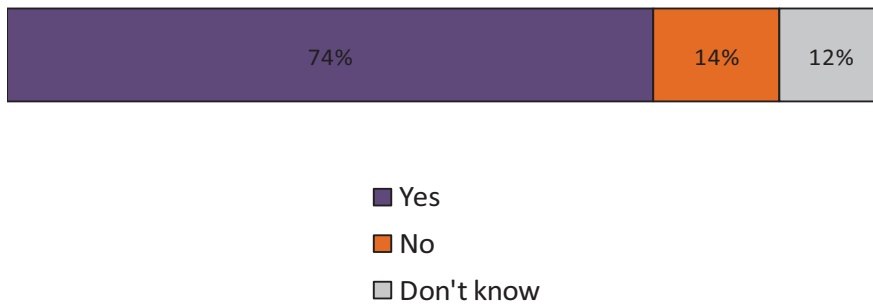


Base: Respondents that have visited museums in the last 12 months (unweighted 1467, weighted 1094)

Respondents aged 25-44 are more likely to visit museums for a day out (65%). They are also most likely to visit museums as they are educational for children (56%). Part time workers are also more likely to visit museums because they are educational for children (55%).

Respondents who have visited Lancashire's museums in the last 12 months were asked if they had visited the same museum more than once. Nearly three quarters of respondents have or would visit the same museum in Lancashire more than once (74%), however 14% would not.

**Chart 9 - Have you or would you visit the same museum in Lancashire more than once?**



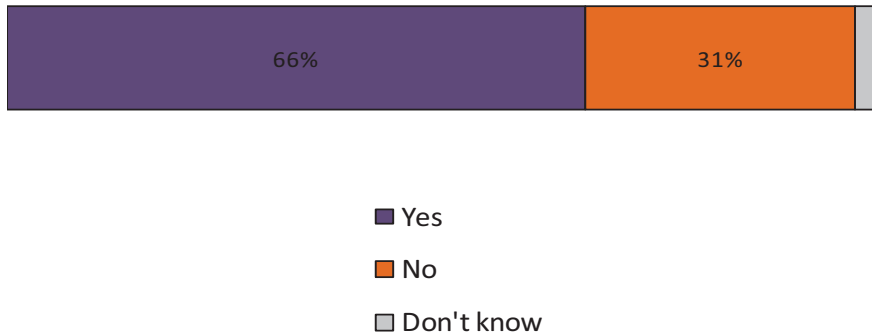
Base: Respondents that have visited museums in the last 12 months (unweighted 1634, weighted 1209)

BME respondents are less likely to say they have or would visit the same museum more than once (48%).

Respondents from West Lancs (56%) are less likely to say they would visit the same museum more than once compared to respondents from Lancaster (81%), Rossendale (87%) and South Ribble (86%).

Respondents who had visited Lancashire's museums in the last 12 months were asked if they had visited more than one museum in Lancashire. Two thirds of respondents have (66%), while nearly a third have not (31%).

**Chart 10 - Have you visited more than one museum in Lancashire?**



Base: Respondents that have visited museums in the last 12 months (unweighted 1639, weighted 1207)

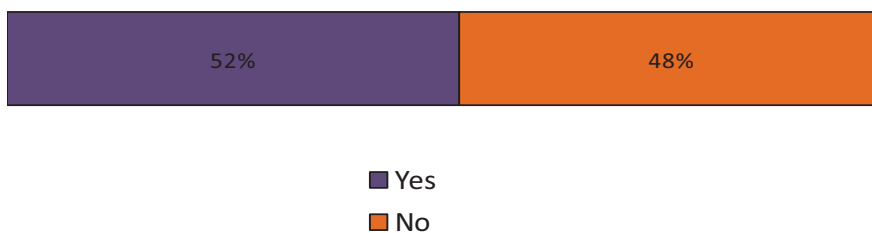
BME respondents and respondents in West Lancashire district are less likely to have visited more than one museum in Lancashire (33% and 42% respectively, say they have).



## 5.4 Arts

All respondents were asked if they were aware that Lancashire County Council provides funding for cultural activities in Lancashire. Around half of respondents were aware the county council funds these activities (52%) and half were not aware (48%).

**Chart 11 - Were you aware that Lancashire County Council provides funding for cultural activities in Lancashire?**



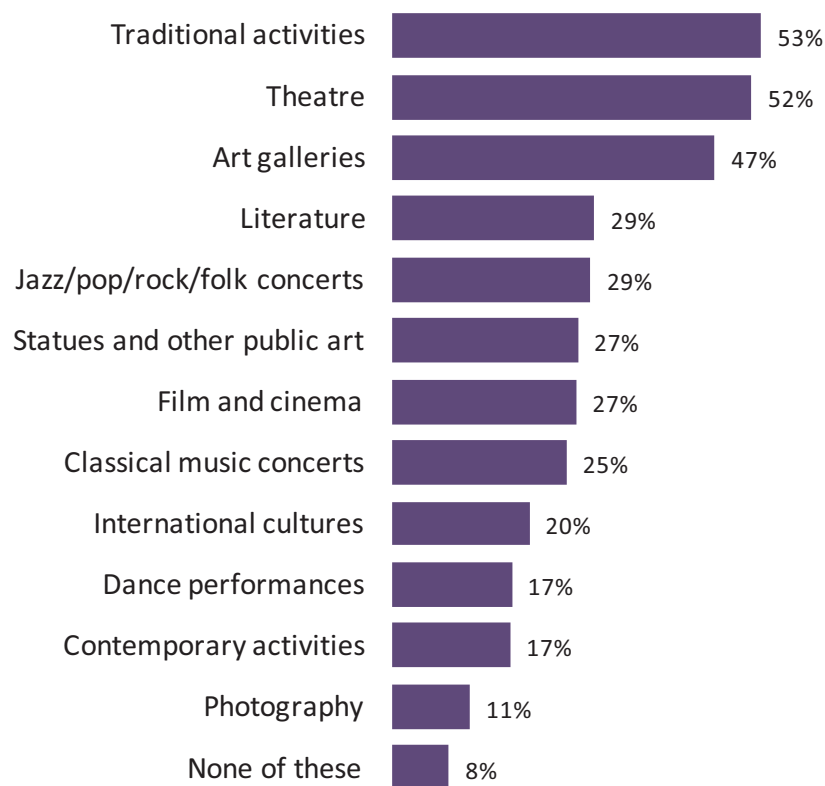
Base: All respondents (unweighted 2279, weighted 1732)

BME respondents are less likely to be aware that the county council funds cultural activities (34% said yes). Respondents in the higher socio-economic groups (AB) are more likely to be aware that the county council provides funding for cultural activities (61%).

Panel members were asked which cultural activities it is most important for the county council to fund. Over half of respondents feel it is important to fund traditional activities (53%), and theatre (52%). Nearly half of respondents think it is important for the county council to fund art galleries (47%).

Only 8% of respondents think the county council should not fund any of these activities.

**Chart 12 - What types of activity do you think it is most important for the county council to fund?**



Base: All respondents (unweighted 2264, weighted 1720)

BME respondents are less likely to think it is important for the county council to fund traditional activities (41%), theatre (30%), and art galleries (36%), however, they are more likely to think it is important to fund international cultures (48%).

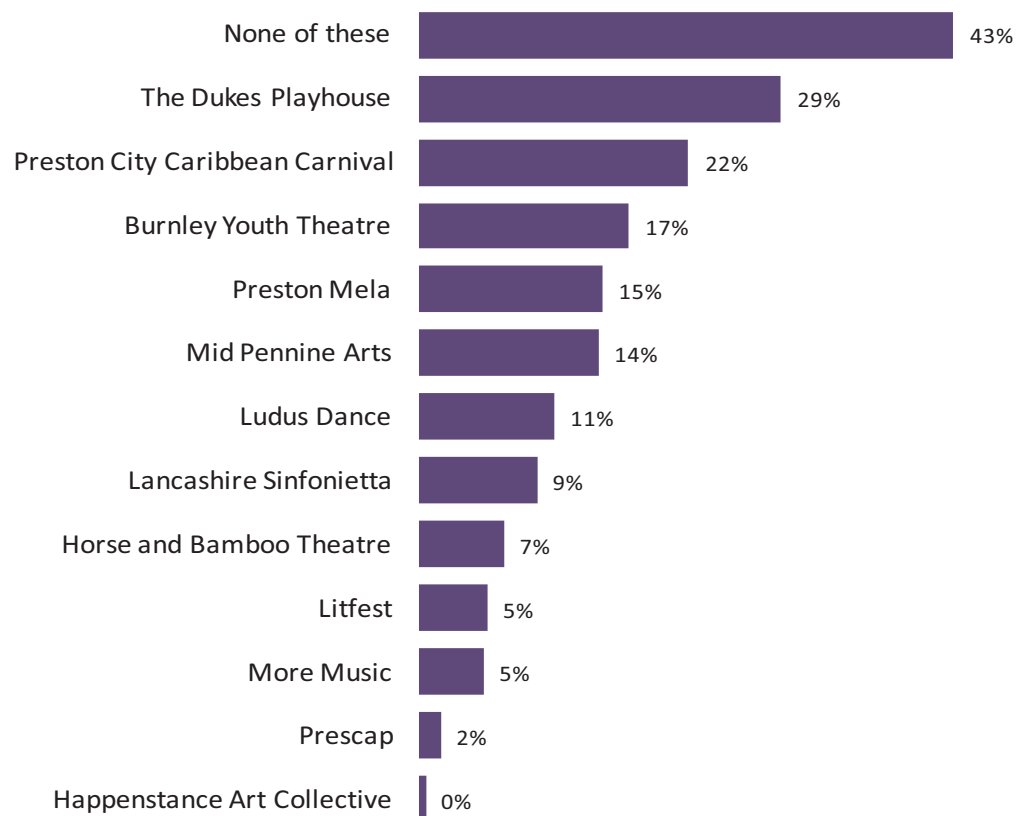
Men are more likely to think that the county council should not fund any of these activities (11%).

Respondents over 60 are more likely to think it is important for the county council to fund classical music concerts, but less likely to think it is important to fund contemporary activities (33% and 9% respectively).

Respondents in Lancaster are more likely to think it is important for the county council to fund theatre, while respondents from Preston are more likely to think it is important to fund international cultures (66% and 32% respectively).

Panel members were then asked which of a list of organisations, recently given funding by Lancashire County Council, they are aware of. Around two fifths of respondents have not heard of any of the listed organisations (43%), although The Dukes Playhouse is relatively well known (29%).

**Chart 13 - Which of these organisations, that Lancashire County Council has recently provided funding to, are you aware of?**



Base: All respondents (unweighted 2245, weighted 1707)

BME respondents are more likely to be aware of the Preston City Caribbean Carnival and the Preston Mela (31% and 44%).

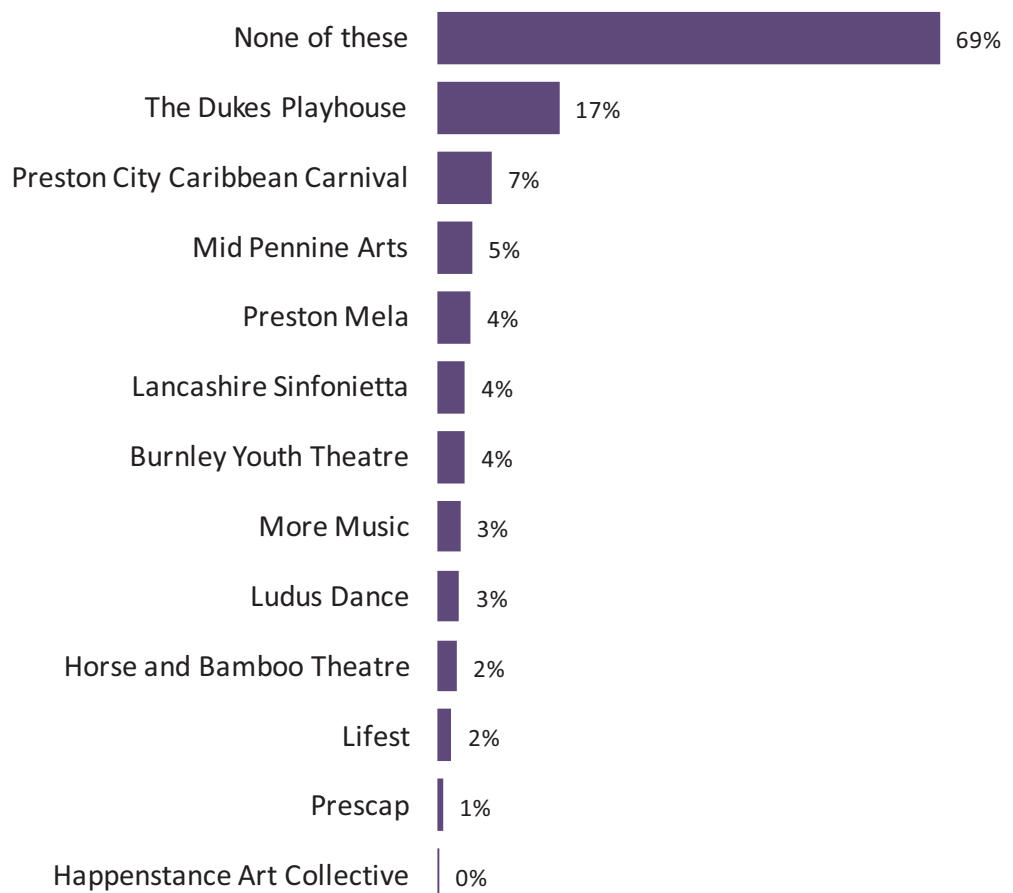
As these organisations are not countywide it is unsurprising that respondents in the districts where they are based are more likely to be aware of them eg in Burnley two thirds of respondents are aware of the Burnley Youth Theatre (67%) and in Lancaster four fifths of respondents are aware of The Dukes Playhouse (79%).

Chorley and West Lancashire are more likely to be unaware of any of these organisations (66% and 81% say none of these respectively).

Respondents in the lowest socio-economic groups (DE) are more likely to be unaware of any of the organisations (53%). Respondents in the highest socio-economic groups (AB) are more likely to be aware of Mid Pennine Arts (24%).

Over two thirds of respondents have not been involved in, taken part in or been to see any of the organisations or projects which have recently been funded by Lancashire County Council (69%).

**Chart 14 - Which of these organisations/projects have you been involved in/taken part in/been to see?**



Base: All respondents (unweighted 2261, weighted 1716)

Respondents aged sixty and over, disabled respondents and respondents from West Lancashire are more likely not to have been involved in, taken part in or been to see any of these organisations or projects (75%, 73% and 96% respectively).

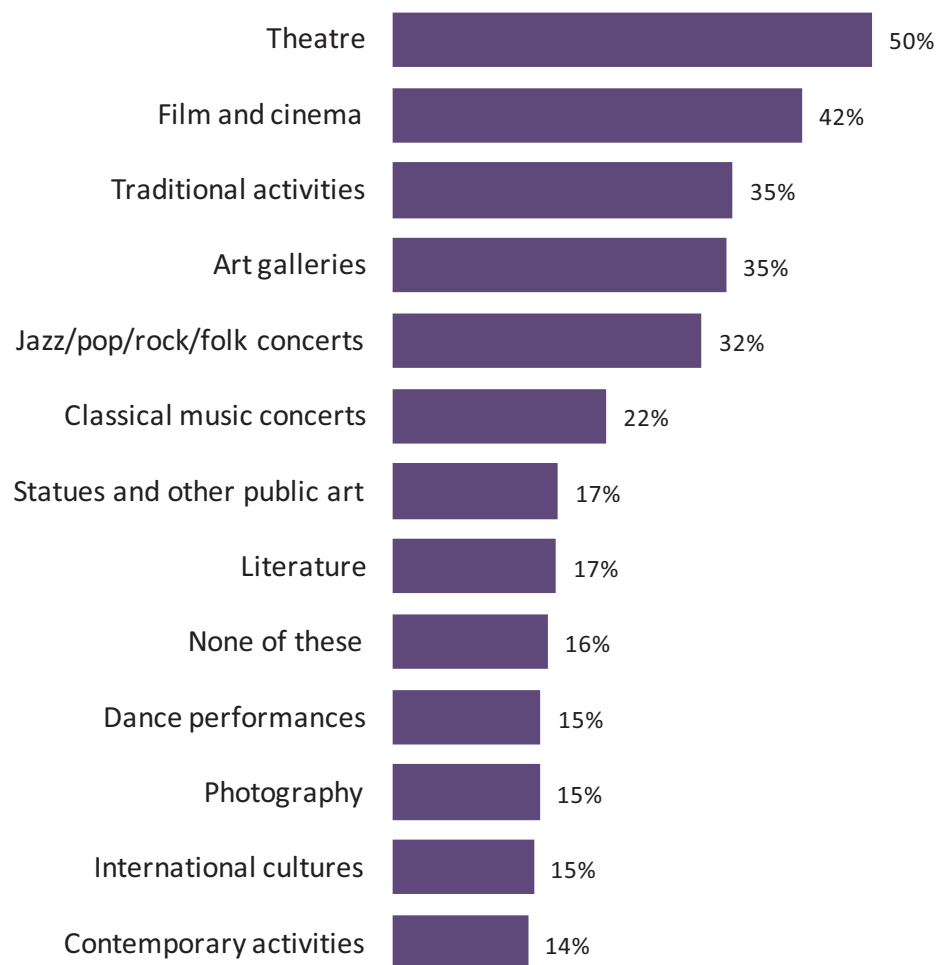
BME respondents are more likely to have been involved in, taken part in or been to see the Preston City Caribbean Carnival, and the Preston Mela (23% and 28% respectively).

Again respondents in districts where the organisations or projects are based are more likely to have been involved in, taken part in or been to see them eg respondents in Lancaster are more likely to have been involved in The Dukes

Playhouse (56%), respondents in Burnley are more likely to have been involved with Burnley Youth Theatre (17%).

When asked what types of activities they would be likely to get involved with, take part in or go and see in the future, half of respondents said the theatre (50%), two fifths said film and cinema (42%) and around a third chose traditional activities (35%), art galleries (35%), or jazz/pop/rock/folk concerts (32%).

**Chart 15 - Which of these types of activities would you be likely to get involved with/take part in/go and see in the future?**



Base: All respondents (unweighted 2269, weighted 1720)

BME respondents are less likely to want to get involved in theatre (27%), but are more likely to want to get involved in literature (27%), international cultures (37%), and contemporary activities (27%). Male respondents and respondents over the age of 60 are more likely not to want to get involved in any of these activities (20% and 26%).

## 6 Conclusions and recommendations

Respondents recognise the importance of leisure and culture to them as individuals, its role in making Lancashire an attractive place to live, and its ability to bring additional tourism to the county. However, the role that residents believe the county council should play in funding leisure and culture activities is less clear. In the Living in Lancashire wave 31 budget consultation, respondents placed leisure and culture among the lowest priorities for council spending, in comparison to other county council services<sup>3</sup>. Despite this, the responses to this survey indicate that respondents still recognise that it is important for the county council to fund some leisure and culture activities. When asked which cultural activities it is important for the county council to fund, less than one in ten respondents said that the county council shouldn't fund any.

Around half of respondents think that the county council should fund art galleries. Lancashire County Council doesn't currently fund any art galleries but this result suggests that it may be worth considering this in the future. Some of the museums that are run by the county council have art related exhibitions so further promotion of these might be worthwhile.

Unsurprisingly, respondents mainly use libraries to borrow books (84%). This corresponds with the main reason given for not visiting libraries - prefer to buy books (45%). If libraries want to encourage this group of people to visit libraries they need to make them aware that they have more to offer than just borrowing books. Caution should be taken with this strategy to ensure that new activities such as live music don't discourage their current customers. A campaign to reposition libraries as relevant to today's society and promote the extra services that they offer is already planned for October this year. It would be worth repeating this research once the campaign has run to see if the way people use the libraries has changed.

The results of this survey show that museum visits are lower among BME respondents. The museum service may want to consider conducting further research to understand why BME respondents are less likely to visit museums. The service may also want to consider why BME respondents that do visit museums are less likely to visit, or want to visit, a museum more than once, and are less likely to have visited more than one museum in Lancashire. Some work is already underway promoting museums to BME and the lower socio-economic groups so again it would be interesting to see if this changes responses in the future.

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<sup>3</sup> Which three or four of the following should be the highest priority for spending in the coming years? Wave 31, December 2010. Respondents (unweighted 1972, weighted 1332).

A significant number of respondents are not aware of what museums have for them to look at or don't know of any museums in Lancashire. While the museum service is already running various marketing initiatives, they may wish to focus them more. In particular, a campaign that notes the changes to exhibits may also encourage people to visit museums that have visited in the past and don't want to visit again. A campaign to promote the Museum of Lancashire when it reopens in November is already underway. Successful elements of this campaign could perhaps be repeated with other museums in the county.

Awareness of organisations and projects funded by the county council is highest in the districts where the projects or organisations are located - with awareness dropping significantly the further away respondents are from where the projects or organisations are based. Cultural services and the Communications Service may want to consider if raising awareness across the county of these projects and organisations would raise participation, or conversely if publicity should be more focused in the local area as respondents' needs are generally met within their area.

Respondents from the West Lancashire district are less likely to be aware of, and have participated in projects and organisations funded by the county council but are just as likely as respondents from the rest of the county to agree the county council should fund cultural activities and just as likely to say they are willing to get involved in cultural activities in the future. This raises the question of whether or not the needs of residents from West Lancashire are being met. Cultural Services and the Communications Service may wish to carry out further work to understand if this is due to a lack of awareness of the projects and organisations that are currently available - both inside and outside of the district - or whether there is a lack of appropriate projects available in the area. As West Lancashire is on the border between Lancashire and other counties, residents may be travelling outside of Lancashire to visit museums or take part in other cultural activities.



## 7 Appendix

### 7.1 Socio-Economic-Group Definitions

These groups are based on Market Research Society definitions and on the respondent. They are graded as A, B, C1, C2, D and E.

#### **Group A**

- Professional people, very senior managers in business or commerce or top-level civil servants
- Retired people, previously grade A, and their widows

#### **Group B**

- Middle management executives in large organisations, with appropriate qualifications
- Principle officers in local government and civil service
- Top management or owners of small business concerns, educational and service establishments
- Retired people, previously grade B, and their widows

#### **Group C1**

- Junior management, owners of small establishments, and all others in non-manual positions
- Jobs in this group have very varied responsibilities and educational requirements
- Retired people, previously grade C1, and their widows

#### **Group C2**

- All skilled manual workers, and those manual workers with responsibility for other people
- Retired people, previously grade C2, with pensions from their job
- Widows, if receiving pensions from their late partner's job

#### **Group D**

- All semi skilled and unskilled manual workers, and apprentices and trainees to skilled workers
- Retired people, previously grade D, with pensions from their late job
- Widows, if receiving pensions from their late partner's job

#### **Group E**

- All those entirely dependent on the state long term, through sickness, unemployment, old age or other reasons
- Those unemployed for a period exceeding six months (otherwise classified on previous occupation)
- Casual workers and those without a regular income



## Lancashire Record Office

## Suggested Action Plan

Action	Present Position	Action Required	Date	Notes
<b>Immediate</b>				
5.1.1 reviewing joint arrangements with Blackpool and Blackburn with Darwen – to include finance and governance	Discussions and drafting of new agreement currently under way	<b>Cabinet member Direction</b> on financial arrangements, formal adoption. Implementation	Mar 2011	Sept 2011 Arrangements with both Blackburn and Blackpool due to formally terminate on 31 March 2013, but both have expressed wish to continue with new agreements. Further meeting with Blackburn arranged for 17 October, but awaiting response from

				Blackpool with regard to contribution for 2011/12 and date for further discussions
5.1.2 engaging with agendas of Blackburn with Darwen and Blackpool	This will be clarified by the review of the joint arrangements. Activities already being carried out	Depends on new agreement		
5.1.3 engaging with communities across Lancashire	Restructuring of Cultural Services will determine new relationship between Record Office and Community History, which should create capacity throughout county to support more archive service activity in all districts	Completion of Restructure and development of new business model Rebranding of new service, including name change Develop community activities programme in all 12 districts	March 2011	Sept 2011 New structure implemented 1 August. All community Heritage Managers now in post and responsibilities allocated. 4 support posts still to be filled ( currently in process)
5.1.4 improving climatic conditions of archive storage areas	Replacement of plant in storage areas in capital programme 2010/11	Complete design and tendering process ( Property Group) and complete project	March 2012	Sept 2011 – capital work to replace existing plant is proceeding on schedule. Record Office

				due to reopen to public on 24 October.
5.1.5 developing preservation capacity (including succession planning)	2 distinct issues: 1 there is a major conservation backlog due to under-capacity in this team both at professional and Paraprofessional level 2 both qualified Conservators near retirement ( one in 2011) – need to find resources to appoint trainee post	Create trainee post as part of the Cultural Services restructure. Discuss with HR what action required to allow a trainee to be slotted into a post when vacant.	Dec 2010	Sept 2011 Awaiting confirmation of financial position after restructure
5.1.6 developing digital preservation capacity	Record Office digital preservation policy agreed, Jun 2010 Discussing with ITS appropriate means of holding data and accepting digital records from outside LCC	Procure necessary hardware, and agree processes with ITS	Mar 2011	Sept 2011 Several strands No development on trusted digital as this is dependent on decision by One Connect and LCC over future Records Management systems.  In the meantime an interim process is in place which enables us to

				deliver against policy in a limited, reactive way as long as the volume of digital deposits remains small.
5.1.7 securing additional archive storage capacity	<p>Currently reviewing holdings and where appropriate de-accessioning records held to free up space.</p> <p>Also deferring deposits wherever possible.</p>	<p><b><u>Cabinet member Approval required</u></b> to allow service to acquire alternative short term accommodation and to secure revenue for this. <b><u>But</u></b> longer term solution required</p>	Mar 2011	<p>Sept 2011 Survey work during closure suggests we may be able to create sufficient capacity for next 2-3 years by further collection reviews and disposals.</p> <p>PROVIDING, we have the resource to work on deposited but not processed collections. The Archives Service</p>

				Manager will carry out an options appraisal of longer-term storage solutions in the next 12 months.
5.1.8 working with other LCC services 5.1.9 considering shared services internally and externally 5.1.10 matching resources to outputs	The changes to the future structure and operation of Cultural Services and the implementation of the LCC Culture and Sport Strategy should go some way to addressing	To be taken forward as strategic work of Cultural Services	Mar 2011 ongoing	
5.1.11 raising the profile of the service	Visits for elected members successfully held	Visits for B/B and B/P members to be arranged; Improve engagement and understanding within LCC among officers and demonstrate relevance of the Service to corporate objectives. Use <u>Archives for the 21st Century</u> as tool for advocacy and information	Mar 2011	Sept 2011 Seek to arrange visits after reopening

<p><b>LONGER TERM ACTION PLAN</b></p> <p><b>To be commenced when additional resources becomes possible</b></p>				
<p>Medium-term Years 1</p>				
<p>5.2.1 digitisation of archive collections</p>	<p>Offer currently under consideration for partnership with commercial company for about 1.3million images of parish register entries to be made available; Involvement in National digitisation consortium for digitising historic school admissions registers.</p>	<p>Agree partnership offer, and proceed with involvement in national project. Also investigate other possible schemes, and implications for service delivery.</p>	<p>Immediate – partnership offer. Investigate others by end YEAR 1</p>	<p>Sept 2011 Agreement signed with . Ancestry . Work now well underway on parish records, which should be available online early next year</p>
<p>5.2.2 improving and increasing web access</p>	<p>Record Office website re-launched June 2010. Improved transactional capacity needed</p>	<p>Secure payment facility to be created. Creation of image gallery, and improved resources and information, possibly through closer working with other Cultural Services</p>	<p>end year 1</p>	<p>There are no firm plans around online payment, our last initiative being "canned" after the One Connect transition. In terms of better use of the web a detailed web</p>



				development plan would include social networking and link closely with 5.3.7 and wider Cultural Services initiatives.
5.2.3 capturing, preserving and providing access to 'born digital' records	Record Office policy in place and pilot work on ingest and cataloguing in progress, in conjunction with other regional archive services.	Identify long-term digital preservation facility and costs	end year 1	Awaiting developments on 5.1.6 above
5.2.4 building representative collections	Collection Strategy updated annually to identify gaps and surpluses in holdings	Use TNA Collections Development tool to identify gaps more effectively and prepare action plan	end year 1	Collections Policy and Strategy currently under revision
5.2.5 cataloguing archive collections to make them accessible	Currently cataloguing backlog of about 140 years work, and insufficient capacity to address this. This is a major constraint on improved access to collections	Use opportunity of Cultural Services restructuring to create 2 grade 7 posts of cataloguing archivist	end year 1	Restructure did not provide opportunity for more staffing, but has concentrated a staffing resource on this area. 3 of the 7 archivists are now focussing

				on the archive collections, including cataloguing and de-accessioning to save space Nothing to add.
Long term (2-5 years)				
5.3.1 reducing environmental impact of building and running costs	Plant replacement scheduled to commence in late 2010/11. Property Group preparing schedule of works required for structure and fabric (still awaited).	Major work required. Link with 5.3.2 and 5.3.3 to ensure most effective outcome to maximise benefits of any work undertaken. Establish a group to plan project, taking into account wider LCC service needs.	end year 1	Will need review after completion of plant replacement to determine impact. Engineers expect a demonstrable significant energy reduction after completion.
5.3.2 refurbishing/renewing 1970s building to meet future needs	No refurbishment since initial construction. Internally building is no longer fit for purpose, with inadequate capacity to support increased volunteer or community activity.	As 5.3.1 above	end year 2	During the closure the opportunity has been taken to replace ceilings, redecorate

				and install a single more welcoming service point but capacity for increased community or volunteer activity still need to be addressed
5.3.3 increasing archive storage capacity onsite	Se 4.1.7 above. In longer term, BS5454 archive storage capacity (and specialist photographic and digital storage) required	As 5.3.1 above	end year 2	Not yet begun
5.3.4 considering future role of services on site	Current Cultural Services restructure will present new opportunities and requirements for service delivered on site. Also opportunities with other services for sharing facilities e.g. Registration Service	As 5.3.1 above	end year 2	Not yet begun
5.3.5 developing educational role of archives	Limited work currently undertaken. Impact of CS restructure not yet known	Ensure increased capacity to meet needs of all learners (formal and informal) as individuals or groups on site and remotely. Explore internal and external partnership opportunities	end year 3	Not yet begun
5.3.6 expanding volunteer programme	Considerable volunteer activity continuing, but limits likely to be reached soon in both staff and facility capacity. Off site opportunities will be influenced by	Any major future expansion on main site will require additional building and computer capacity and be determined by staff resources	end year 3	Not yet begun, but 0.4 fte post created in restructure to

	development of Community History work. Use opportunity of Cultural Service restructure to create additional capacity.			support this area
5.3.7 balancing needs of onsite and remote users	Considerable use of Record Office website, on-line catalogues and rising number of remote specific enquiries. Onsite visits declining	Dependent on actions taken with regard to cataloguing backlog, digital access and redevelopment of building. Assess impacts of these and consider in context of LCC strategic priorities	end year 3	Review of what "offer" is – linking to 5.2.2 will help to focus on the balance. This year has of necessity been very much about the physical side of service delivery with period of closure and staff restructure.

## Scrutiny Committee

Meeting to be held on 7 October 2011

Electoral Division affected: All
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## Money Matters: County Council Budget and Financing – Latest Position

(Appendix 'A' refers)

Contact for further information:

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

### Executive Summary

On 15 September, Cabinet noted the financial position as at 31 July 2011 and agreed to allocate £3 million from the County Fund Balance to address the backlog of maintenance issues within residential and day care facilities for older people operated by Lancashire County Commercial Group (LCCG).

### Recommendation

To consider the decisions made by Cabinet on 15 September and comment as appropriate.

### Background and Advice

On 15 September 2010, Cabinet considered a report entitled; 'Money Matters – the County Council's Financial Position at 31 July 2011' (see Appendix 'A').

The report highlighted key headlines of the financial position and stated that whilst the overall position reported was favourable there remained considerable risks around the various demand led budgets, particularly for social care services.

The relevant minutes of the Cabinet meeting (subject to approval at their next meeting) are as follows:

Gill Kilpatrick, County Treasurer, presented a report setting out the County Council's financial position at 31 July 2011.

Reference was made to the current economic climate, both nationally and globally, and the continuing pressure on public sector spending which is likely to continue in the medium term. It was reported that, despite these circumstances, the County Council's three year financial strategy for 2011/12 – 2013/14, critical to meeting the challenges ahead, was delivering the necessary level of below the line savings ahead of schedule, which was testament to the hard work of the County Council's Management Team and

staff. This included the early achievement of £7m of 'back office' savings ahead of schedule which presented the opportunity to make 'one off' investment in front line services. Pressures, due to high demand in adult and children's social care, remained but were being managed, within cash limits, by Directorates. In particular, agency costs in the Directorate for Children and Young People had significantly reduced by £2.9m this year as a result of the actions taken. In terms of the Capital Investment Strategy, there would be some re-phasing necessary in terms of the special schools and children's services redesign as a result of ongoing consultation.

It was also reported that, since 2008, the budget for Councillors expenses had reduced by £0.6m or 24% and the Deputy Leader of the County Council thanked Councillors for this achievement.

In light of the early achievement of below the line savings, a recommendation was tabled setting out proposals for 'one off' investment in the residential and day care facilities operated by Lancashire County Commercial Group and also for the future service model for respite care for children with disabilities.

**Resolved:-** That:

- (i) The financial position at 31 July 2011 as set out in the report, now presented, be noted;
- (ii) As a result of the early achievement of savings it be agreed:
  - a) to allocate £3 million from the County Fund Balance to address the current backlog of maintenance issues within the residential and day care facilities for older people operated by LCCG, the funding to be inclusive of fees; and
  - b) as part of the current review and re-shaping of overnight break (respite) provision for children with disabilities, officers be instructed that the future service model provided by the Council must provide facilities that are of a high standard that can best meet the needs of all those who use the service.
- (iii) That the Management Team and staff be thanked for the progress made to date in respect of the County Council's Financial Strategy and, in particular, the early achievement of below the line savings.

For further background reading on the County Council's financial position, members may wish to refer to Item 3 of the agenda and minutes of the 7 July Cabinet meeting (web address below): *"Money Matters – the County Council's Financial Position at 31 March 2011"*.

<http://council.lancashire.gov.uk/ieListDocuments.aspx?CId=122&MId=509&Ver=4>

**Consultations**

N/A

**Implications:**

This item has the following implications, as indicated:

**Risk management**

Financial

The Financial implications were set out in the Cabinet report (see Appendix 'A').

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

Paper	Date	Contact/Directorate/Tel
Cabinet Agenda and Minutes	15 September 2011	Dave Gorman, Office of the Chief Executive, (01772) 534261

Reason for inclusion in Part II, if appropriate

N/A





**Cabinet - 15 September 2011**

**Report of the County Treasurer**

Electoral Division affected: N/A
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**Money Matters – The County Council's Financial Position at 31 July 2011**  
(Appendix 'A' refers)

Contact for further information:

George Graham, (01772) 538102, County Treasurer's Department,  
[george.graham@lancashire.gov.uk](mailto:george.graham@lancashire.gov.uk)

## **Executive Summary**

In order to maintain overall strategic control of the County Council's finances, the Cabinet receives regular Money Matters reports. The purpose of these is to highlight issues identified as high risk and identify the likely position at the end of the financial year as well as any impact on the overall financial strategy. The report attached at Appendix 'A' is the first for 2011/12 and is based on information to the end of July.

The key headlines of the financial position based on information available to the end of July are:

- A forecast underspend on services of £6.4m, almost 2/3rds of which is from back office functions and is largely due to the early achievement of savings targets within the overall budget strategy.
- A financial benefit of £3.7m on capital financing reflecting the continued success of the Treasury Management Strategy in reducing the cost of the Council's borrowing and lending activity.
- Capital expenditure is forecast to be £208.9m, which represents slippage of £10.2m against the updated programme.
- The overall effect of these variations is to increase the forecast level of County Fund Balance to £52.6m.

While the overall position reported is favourable there remain considerable risks around the various demand led budgets, particularly for social care services which will continue to be closely monitored so that they do not destabilise the position going forward.

At this stage, while there are a number of new pressures which have been identified these are being managed within the overall level of resources available to services.

It is evident that the financial strategy which front loaded "below the line" savings allowing more time for detailed consultation on, and implementation of, service savings, is generating in year flexibility which can be used on a one off basis to manage risk. However, the early achievement of the "below the line" savings does not alter the overall recurrent resource equation in future years.

### **Recommendation**

Cabinet is asked to note the financial position at 31 July 2011.

### **Background and Advice**

See Appendix 'A'.

### **Consultations**

Executive Directors have considered the respective sections of this report relating to their Directorates.

### **Advice:**

N/A

### **Alternative Options to Be Considered:**

N/A

**Implications:** E.g. Financial, Legal, Personnel, Human Rights, Crime and Disorder or Other

This item has the following implications, as indicated:

### **Risk Management**

The report sets out the Council's projected financial position for 2011/12 and the main implications for future years.

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

Paper	Date	Contact/Directorate/Tel
Financial Plan 2011/12		George Graham, County Treasurer's Department (01772) 538102



## **Money Matters – The County Council's Financial Position at 31 July 2011**

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### **Introduction**

This report provides a summary of the County Council's forecast financial position for 2011/12 based on information available to the end of July 2011. Given that the Council has agreed a three year budget this report also looks at the impact of the issues arising in 2011/12 and financial performance in the current year on the remaining years of the budget strategy period.

### **Summary Position**

The key headlines of the financial position based on information available to the end of July are:

- A forecast underspend on services of £6.4m, most of which is from back office functions largely reflecting the early achievement of savings targets within the overall budget strategy.
- A financial benefit of £3.7m on capital financing reflecting the continued success of the Treasury Management Strategy in reducing the cost of the Council's borrowing and lending activity.
- Capital expenditure is forecast to be £208.9m, which represents slippage of £10.2m against the updated programme.
- The overall effect of these variations is to increase the forecast level of County Fund Balance to £52.6m

While the overall position reported is favourable there remain considerable risks around the various demand led budgets, particularly for social care services which will continue to be closely monitored so that they do not destabilise the position going forward. In addition, the Council needs to make corporate savings in excess of £100m during 2012/13 – 2013/14.

At this stage whilst there are a number of new pressures which have been identified these are being managed within the overall level of resources available to services.

The financial strategy front loaded "below the line" savings to allow more time for detailed consultation on and the implementation of service savings. This is generating in year flexibility which can be used on a one off basis to manage risk. However, the early achievement of the "below the line" savings does not alter the overall recurrent resource equation in future years or the requirement to save in excess of £100m in 2012/13 – 2013/14.

## Revenue Budget – 2011/12 Monitoring Position

The County Council set a revenue budget of £769.117 million in February 2011. After adjusting for in year use of earmarked reserves brought forward of £2.706m the cash limit is £771.823 million.

The forecast outturn for the year is £761.692 million, reflecting an underspend of £10.131 million, the breakdown of which is summarised in the table below:

Directorate	Cash Limit £m	Forecast £m	Variances £m	Variances %
ACS	333.290	333.447	0.157	0.1
CYP	165.318	163.030	-2.288	-1.4
Environment	192.529	191.548	-0.981	-0.5
OCE	28.742	26.312	-2.430	-8.5
County Treasurers'	11.616	10.461	-1.155	-9.9
Corporate	5.765	6.020	0.255	4.4
Capital Financing	37.125	33.436	-3.689	-9.9
Other	-2.562	-2.562	-	-
<b>Total</b>	<b>771.823</b>	<b>761.692</b>	<b>-10.131</b>	<b>-1.3</b>

The reasons for variations against the budget for each Directorate are explained in more detail below:

### Adult and Community Services Directorate - £0.2m overspend

The continued impact of the directorate's recovery plan, implemented in 10/11, is resulting in improvements in the financial position on key adult social care budgets, particularly on Older People services. However, this is offset by the increasing numbers of clients receiving residential care within the Mental Health service and increasing costs on Learning Disability services.

The key issues are:-

Mental Health services are forecast to overspend by £2.6 million. Included in this total is a net overspend on residential care services of £2.4 million reflecting a 13% forecast growth in the number of care packages. Discussions are ongoing with NHS colleagues to mitigate the financial risks to LCC brought about through the review of health contributions to individual packages of care.

Learning Disability services are forecast to overspend by £1.4 million. This overspending is due to a number of factors including the Department of Health issuing revised guidance on matters relating to residence which determines which authority is responsible for care and funding when clients are cared for outside the Local Authority's boundaries. Additional pressure resulting from increasing numbers of transfers through transition from Children's social care plus the closure of the Independent Living Fund to new applicants is leading to increased social care costs in domiciliary care and supported living settings.

These overspends are offset by the following underspending areas:

Older People's services are forecast to underspend by £1.4 million. This is through improved income collection and the continued impact of the recovery plan implemented in 10/11. However, the delivery of 11/12 and future years' savings targets present considerable challenges. The current forecast includes various assumptions around the achievement of the major areas of financial savings and dedicated project teams have been established within the directorate to support each of these initiatives. Progress is kept under close review by the Directorate's senior management team.

Adult Provider services are forecast to underspend by £1.9 million through tight management control of costs, a focus on efficient working and reflecting the plans for service re-configuration in light of the significant current and future years' savings targets.

Community services are forecast to underspend by £0.5 million mainly due to underspending on Library services through forecast early delivery on efficiency plans.

### **Directorate for Children and Young People Directorate - £2.3m underspend**

The Directorate is currently forecasting an underspend of £2.3 million, this is equivalent to 1.4% of the Directorate's budget. This is based on current trends and will be kept under review as demand patterns can change significantly during the year due to factors outside the control or influence of the Council. A summary of the key variances is outlined overleaf:-

## *Legal Services*

A number of high cost legal cases finalised in the first quarter of the year has resulted in a projected year end overspend of £1.5 million in this area. The Directorate is currently working with Legal Services to review legal costs and the overspend on the budget.

## *Transport*

An underspend of £0.6 million is forecast on mainstream home to school transport, discretionary transport and extended rights to free travel. This position will be kept under review as take up of transport can change from one academic year to another.

## *Agency*

The agency placement budget is currently forecast to underspend by £2.9 million as the Directorate continues to see a reduction in expenditure seen at the end of the last financial year. However, this budget can be volatile and small changes in demand can have a significant impact on the financial position. Therefore, the position will be closely monitored throughout the year.

## **Environment Directorate – £1.0m underspend**

Overall the Directorate is expected to underspend by £1.0 million reflecting a range of spending pressures offset by other underspendings.

The main areas of overspending include

- £0.991 million on street lighting energy as a result of an increase in fuel prices above assumed inflation levels; and
- £1.025 million on staffing recharges as a result of a reduction in externally funded projects (particularly REMADE).

To offset these overspends, the main underspending areas include

- £0.923 million in concessionary travel as a result of the actual pattern of demand and prices;
- £0.759 million on concessionary travel as a result of a negotiated reduction in the reimbursement rate from 59.50% to 57.25%;
- £0.367 million on waste as a result of the delays to full service partly offset by increased cost of landfill;
- £0.456 million on employee liability insurance due to the reassessment of the level of provision;
- £0.442 million of resources for localities which it is currently assumed will not be utilised this year;
- £0.120 million due to the companion card scheme not going ahead as budgeted; and



- £0.328 million on staff salaries as a result of staff reductions taken earlier than assumed when setting the budget.

### **Office of the Chief Executive - £2.4m underspend**

A major factor contributing to the forecast underspend are £1.890m of savings being generated ahead of schedule in the following areas:-

- OCE Business Support Team, as part of the Business Support review,
- Policy Unit, as part of Policy and Performance review,
- Corporate Property Group as part of the accommodation review/consolidation of property functions

There are also savings within the Communications Service of £0.160 million which will deliver part of the year 2 savings derived from the Policy and Performance review.

### **County Treasurers' Department – £1.1m underspend**

There is a forecast saving of £0.2 million within the core departmental budget from the deletion of the former post of Executive Director of Resources and the early achievement of year 2 savings targets.

In addition, the Strategic Partnership is forecast to deliver a £0.926 million under spend comprising two elements:

- The receipt of £1.120 million from One Connect representing a rebate of costs incurred due to the slippage of contract signature into the current financial year as compared to the original operational date; although
- This benefit is offset by a range of minor variations totalling £0.2m elsewhere within the overall Partnership budget.

The delivery of the targeted procurement savings by the Partnership remains an area of variability within the budget but is subject to active project management

### **Corporate Expenditure - £0.3m overspend**

An overspend of £0.420 million is currently being forecasted against the Land Not In Operational use budget. Demand on this budget has increased due to the current state of the property market and the reduction in the Council's property requirements. This overspend is offset by a £0.165 million underspend against the budget for Member related expenditure.

## **Capital Financing - £3.7m underspend**

The financial benefit is in addition to the saving of £9m factored in to the budget as a result of the implementation of the new Treasury Management Strategy. The reported position reflects two factors:

- Firstly, the fact that the Council is taking advantage of historically low variable rates to temporarily fund a significant proportion of its long term borrowing requirement; and
- Secondly, the fact that a more active and risk conscious investment strategy is resulting in the investment portfolio generating above benchmark and budget returns.

## **Lancashire County Commercial Group – Nil Variance**

At this relatively early stage of the year Commercial Group is not anticipating any budget variance. However, as a result of the closure of the Chauffeur Service £0.25m of earmarked reserves have been returned to County Fund as reported below.

## **Future Revenue Budget Issues**

At this stage in the year there are no specific issues around the delivery of the major savings plans being highlighted by services although clearly the sheer scale of savings required remains extremely challenging.

However, there remain specific risks arising from the legal challenge to elements of the Council's budget decisions in relation to social care which would impact on either the timing or deliverability of some savings. *Note: If further information is available it will be reported on orally at Cabinet.* It is intended to manage these specific risks through the County Fund balance.

In relation to the other budget risks highlighted when the Council set the budget the major one which is materialising, as noted above, is in relation to the rules on the definition of Ordinary Residence for Adult Social Care where the number of cases falling to the Council to fund is increasing, as reflected in the monitoring position.

In addition, there are pressures evident within the waste management budget going forward and potential issues arising from increases in energy costs which will have to be factored into the future financial scenario.

The overall budget strategy concentrated on the early delivery of "below the line" savings, in order to give services the opportunity to deliver the more complex and difficult changes in the configuration of services in a considered way. The Council is currently receiving a one off benefit from the early start made on the "below the line" savings and the various service savings proposals are not indicating any variation

from plan. Therefore, at this stage, there is no reason to alter the previously agreed three year budget strategy.

### Capital Programme

The original Capital programme for 2011/12 of £204.1 million was approved by County Council in February 2010. After taking into account the slippage arising from 2010/11 which will impact on 2011/12, adjustments for new approvals and re-phasing part of the programme into 2012/13 the Programme was adjusted to £219.1million.

	£m
Original programme	204.079
Slippage from 2010/11	18.625
Re-phased to 2011/12	
Changes in approval	-3.624
Expected spend 2011/12	219.080

The change in approval shows a reduction as the expected grant received for REMADE is less than expected when the 2011/12 Programme was set due to the abolition of the NWDA from April 2012. This resulted in the decision not to fund any new starts.

At this stage in the financial year new starts on projects are still being developed and, although it is currently anticipated that the expenditure will be incurred, there is potential for further change which will be reported in future monitoring reports. The forecast spend as at July 2011 for the year is £208.864m

The programme reflects significant investment in the County's asset base, particularly schools, highways infrastructure, the completion of strategies for services for people with learning difficulties and the ongoing Regenerate programme in Libraries.

Directorate	Budget £m	Forecast £m	Variance £m	Variance %
ACS	12.066	10.723	-1.343	-11.1
CYP	117.563	108.687	-8.876	-7.5
Environment	67.529	67.529	0	-
Central Departments	5.633	5.642	0.009	-
Corporate	12.145	12.145	0	-
LCCG	4.144	4.138	-0.006	-
Total	219.080	208.864	-10.216	-4.7

The following sections identify the major elements of each Directorate's programme and the key issues causing scheme slippage.

#### *Adult and Community Services*

- Delays on the Learning Difficulties modernisation schemes resulting in some expenditure now being incurred in 2012/13 (£0.8m)
- It now seems unlikely that an extra care sheltered housing scheme to which the County Council was making a contribution will proceed (£0.2m)
- The upgrading of IT systems is subject to review (£0.2m)

#### *Children and Young People*

- Schools Access - £4.6m due to the review of the special education service
- Family Support and Children's Residential Redesign - £2.8m is affected by the need to ensure that investment is aligned with the delivery of the service's revenue budget targets.
- Some slight slippage on the schools modernisation - £0.6m

Other elements of the programme are currently forecast to deliver in line with budget, including a significant programme to address condition issues in schools, the replacement of the mechanical and electrical services in the Record Office and the Guild Wheel scheme.

## County Fund Balance, Reserves and Provisions

County Fund Balance is currently forecast to stand at £52.6m at the year end. The movements to arrive at this balance are summarised below:

	£m
Balance at 31.03.11	41.926
Technical Adjustments	
Accounting adjustment following the separation of the Pension Fund's banking arrangements	0.297
Transfer of earmarked reserves relating to Chauffeur Service and Pool Cars no longer required	0.250
Adjusted Balance	42.473
Add	
Forecast in year underspend	10.131
Forecast balance at 31.03.12	52.604

This leaves County Fund balance at a somewhat higher level than was anticipated when the budget was set.

It is anticipated that there will be a further call on the Equal Pay Reserve of £3m in the year as a result of the settling of a range of appeals against the initial grading awarded through the Equal Pay Review process. This is in addition to the cost of £13m already provided for in the budget and will have an impact in the budget in future years.

The costs of additional voluntary severance agreed as part of the implementation of the various budget proposals amount to £4.586m which will be met from the earmarked reserve established in closing the 2010/11 accounts.

There are no significant forecast movements on provisions to report.

## **Conclusion**

The financial and economic context within which the Council is operating remains very challenging, and there is no indication of change in the direction of government economic policy which would change the Council's resource assumptions. Current evidence indicates that significant progress has been made with delivering savings plans. However, significant challenges remain in terms of delivering the service savings proposals which form the second and more difficult tranche of savings. The currently forecast underspend gives the Council some capacity to manage the risks we face without undermining overall financial stability.

# Agenda Item 7

## Scrutiny Committee

Meeting to be held on 7 October 2011

Electoral Division affected: None
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## Task Group Update

(Appendix 'A' refers)

Contact for further information:

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

[claire.evans@lancashire.gov.uk](mailto:claire.evans@lancashire.gov.uk)

### Executive Summary

This report has two purposes:

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

There are no requests for new task groups this month.

### Recommendation

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

### Background and Advice

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

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

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

### Consultations

N/A

### Implications:

This item has the following implications, as indicated:

## **Risk management**

There are no significant risk management implications.

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

N/A

## **Local Government (Access to Information) Act 1985**

### **List of Background Papers**

Paper	Date	Contact/Directorate/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A



## Appendix 'A'

### Overview and Scrutiny – Task and Finish Groups

October 2011

Current

Committee/Task Group	Chair	Proposed Completion Date
<b>Scrutiny Committee</b>		
Member Development	CC John Shedwick	Standing Group
Arts Council Funding in Lancashire	CC K Ellard	Feb/March 2012
<b>Health Scrutiny Committee</b>		
Steering Group	CC Maggie Skilling	Standing Group
Dementia Pathway		March 2012
Fylde Coast Health Economy Strategy		Late 2011
<b>Education Scrutiny Committee</b>		

Completed

Committee/Task Group	Completed	Next Steps
<b>Scrutiny Committee</b>		
Cross Boundary Looked After Children – "Who Cares?"	September 2011	Interim Exec Response due Dec 2011 and Formal response March 2012
Young People – Employment and Employability	July 2010	Exec response delivered Jan 2011
Museums	Sept 2010	Exec Response delivered April 2011
Rail Improvement Schemes		Final meeting in Autumn 2011
<b>Health Scrutiny Committee</b>		
Safeguarding Adults	May 2010	Final Exec response presented March 2011
<b>Education Scrutiny Committee</b>		



## Scrutiny Committee

Meeting to be held on 7 October 2011

Electoral Division affected: None
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## Recent and Forthcoming Decisions

Contact for further information:

Claire Evans 07917 836 698 Office of the Chief Executive,  
[claire.evans@lancashire.gov.uk](mailto:claire.evans@lancashire.gov.uk)

### Executive Summary

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

### Recommendation

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

## Background and Advice

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

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

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

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

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

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

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

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

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

### **Consultations**

N/A

### **Implications:**

This item has the following implications, as indicated:

### **Risk management**

There are no significant risk management or other implications

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

Paper	Date	Contact/Directorate/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A

## Scrutiny Committee

Meeting to be held on 7 October 2011

Electoral Division affected: None
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## Work Plan 2010/11

(Appendix 'A' refers)

Contact for further information:

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

claire.evans@lancashire.gov.uk

### Executive Summary

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

### Recommendation

The Committee is asked to note the report.

### Background and Advice

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

### Consultations

N/A

### Implications:

This item has the following implications, as indicated:

### Risk management

There are not significant risk management implications.

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

N/A

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

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

## Scrutiny Committee Workplan 2010 / 2011

Date of Meeting	Agenda setting	Chair's Briefing	Topic	Witness	Purpose/Key issues
7 Oct		5 Oct	Lancashire County Council's Cultural Offer	Ian Watson Cllr David Smith	<ul style="list-style-type: none"> <li>• Analysis of Directorate outputs icw Culture and Sport Strategy</li> <li>• Corporate Action Planning</li> <li>• Dvpts icw Lancaster Castle</li> <li>• Progress on delivery of Records Office action plan</li> </ul>
			CYP Early Intervention and Prevention	Bob Stott	New Strategy implemented 2010 – performance and impact
			Budget Scrutiny	George Graham	Based on quarterly monitoring report
11 Nov		9 Nov	Lancashire CC's Children Looked After – Leaving Care	Cllr Tony Winder Dave McHale	Background: following item on 12 Nov 2010 To scrutinise: <ul style="list-style-type: none"> <li>-the evidence base for and progress in the development of a county-wide strategy on Leaving Care</li> <li>-the performance of a new county-wide strategy</li> </ul>
			Highways Agency	FULL REPORT	To be decided, although background to this proposal is: <a href="http://www.bbc.co.uk/news/uk-england-lancashire-12463499">http://www.bbc.co.uk/news/uk-england-lancashire-12463499</a>

9 Dec		6 Dec	<b>Youth Employment and Employability Strategy</b>	Martin Kelly	
			<b>Budget Scrutiny</b>		Based on quarterly monitoring report
			<b>Economic Development</b>	Martin Kelly/Michael Welsh	Committee to scrutinise progress in outcomes from the EDF and achievements from a reoriented LCDL in support of it (following 10 Dec 2010 meeting).



## Possible future issues:

Item	Suggested Action	Notes
20mph zones – Update on Cab member decision Feb 2010 when plans more developed / or implemented	Note for information	Short note, giving timings for various actions
Utilities Companies: Street Lighting and road Reinstatements Environment Directorate Commissioning		United Utilities and Electricity North West <ul style="list-style-type: none"> <li>Seeking advice and guidance from Env. Dir.</li> </ul> Ref: UU and ENW at Scrutiny Committee on 4 February: <a href="http://mgintranet/mgAi.aspx?ID=2059">http://mgintranet/mgAi.aspx?ID=2059</a>
Supporting People Programme; Partnership working	Note for information	
VCFS – Voluntary, Community and Faith Sector	Note for information	Update on previous Communities report. Particular interest in formal commissioning arrangements & monitoring
Working with the Voluntary, Community and Faith Sector in Services for Young People		Discussion with Cabinet Member for Young People with chairs & deputies of Scrutiny
Positive Life Style Choices (include Lancashire Alcohol Network)	Note for Information	
Traffic Regulation Orders	<b>Report to Committee?</b>	Interest expressed by the Chair Issues around cost of introducing TROs and levels of enforcement. Lancs Constabulary as witness?
Budget Scrutiny	<b>Reports to Committee</b>	Quarterly budget monitoring report (as supplied to Cabinet) – George Graham January 2012 – scrutiny of budget proposals, same process as previous year. Focus on impact of new budget changes/cuts  NB 09/03/2012 as third one.

Corporate Strategy 2010-13 <b>REFRESH</b>		Lynne Johnstone

### LINKS TO KEY DOCUMENTS/SITES

Lancashire County Council [Corporate Strategy](#)

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

Local Area Agreement [LAA](#)

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

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

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

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

### TOPICS ALREADY CONSIDERED

**July 2010** – Impact Gvt Spending Reductions on Lancashire County Council

Youth Employment and Employability **TG report**

**Sept 2010** – Subsidised Bus Services and Concessionary Travel

Highways Winter Maintenance

**Oct 2010** – Impact of Gvt's £6.2bn Savings requirement on the county council

Private Children's Homes – task group established

Grit Bins

Lancashire Museums Service **TG report**

**Nov 2010** - After Care for children who have been looked after by the county council

Road Safety for Children and Young People **TG** – Executive Response

Highways Winter Maintenance Service **TG** – Executive Response and Draft Plan

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

**Jan 2011** – Scrutiny of Budget Proposals 2011/12-2013/14

Street-lighting – role and performance of county council

**Feb 2011** – United Utilities – Roadworks and TMA; water management infrastructure;

Electricity North West - streetlighting

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

**April 2011** – Lancashire County Council Cultural Offer

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

**May 2011** – Corporate Communications Service

**June 2011** – Arts Council Funding

Flood Risk Management

**September 2011** – Winter Maintenance

"Who Cares?" – Cross Boundary Children task group report

### **TASK GROUPS**

Road Safety for Children and Young People – Completed

Youth Employment and Employability – Completed

Extending Use and Access to the Lancashire Museums Service

Cross Boundary Looked After Children, "Who Cares?" – (completed Interim Exec Response due Dec)



## Scrutiny Committee

Meeting to be held on 7 October 2011

Electoral Division affected: None
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### Request from a County Councillor for a matter to be considered by scrutiny

Contact for further information:

Josh Mynott, (01772) 534580, Office of the Chief Executive,  
josh.mynott@lancashire.gov.uk

#### Executive Summary

In accordance with Standing Order 23 (8), County Councillor Val Wilson has requested that the Scrutiny Committee decide whether to receive an item on the evidence presented in Lancashire County Council's consultation on Household Waste Recycling Centres and evidence produced by "Save the Tip In Garstang" (STING) Action Group at a future meeting.

#### Recommendation

The Committee is asked to decide whether it wishes for an item to be placed on the agenda of a future meeting on the evidence presented in Lancashire County Council's consultation on Household Waste Recycling Centres and evidence produced by "Save the Tip In Garstang" (STING).

#### Background and Advice

Standing Order 23 (8) states:

" If any Member of the County Council or a Co-opted Member of an Overview and Scrutiny Committee wishes to have a matter considered by an Overview and Scrutiny Committee he/she must submit the request in writing to the Chief Executive who, unless it is clear which Committee the request should be referred to, will bring the request to the attention of the next meeting of The Scrutiny Committee, or in cases of urgency to the Chair of the Committee, who will then refer the matter to the appropriate Committee for consideration."

In accordance with this Standing Order, County Councillor Val Wilson has requested the Chief Executive arrange for the Scrutiny Committee to consider a request for an item on the evidence presented in Lancashire County Council's consultation on Household Waste Recycling Centres and evidence produced by "Save the Tip In Garstang" (STING) Action Group.

If the Scrutiny committee agrees to the request, it will be added to the agenda of an appropriate future meeting of the committee.

**Consultations**

N/A

**Implications:**

This item has the following implications, as indicated:

**Risk management**

There are no risks identified at this stage.

There are no other significant implications identified

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

Paper	Date	Contact/Directorate/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A