

## Lancashire County Council

### Internal Scrutiny Committee

Friday, 16th November, 2018 at 10.00 am in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

### Agenda

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

#### No. Item

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

Members are asked to consider any Pecuniary and Non-Pecuniary Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda.
3. **Minutes of the Meeting held on 21 September 2018** (Pages 1 - 4)
4. **Customer Access Service - Update on Performance and Savings Initiatives** (Pages 5 - 28)
5. **Household Waste Recycling Centres** (Pages 29 - 34)
6. **Grit Bins and Non-Priority Routes Task and Finish Group - Initial Response** (Verbal Report)
7. **Task and Finish Group Request - External Scrutiny Committee** (Pages 35 - 38)
8. **Work Programme 2018/19** (Pages 39 - 76)
9. **Urgent Business**

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

**10. Date of Next Meeting**

The next meeting of the Internal Scrutiny Committee will be held on Friday 18 January 2019 at 10:00am in Cabinet Room B, County Hall, Preston.

L Sales  
Director of Corporate Services

County Hall  
Preston

## Lancashire County Council

### Internal Scrutiny Committee

**Minutes of the Meeting held on Friday, 21st September, 2018 at 10.00 am in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston**

**Present:**

County Councillor David O'Toole (Chair)

#### County Councillors

J Rear	P Rigby
J Fillis	A Riggott
S Holgate	M Salter
M Iqbal	D Stansfield
E Lewis	D Whipp
E Nash	

County Councillor David Stansfield replaced County Councillor George Wilkins for this meeting.

#### 1. Apologies

There were no apologies.

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

None were disclosed.

#### 3. Minutes of the Meetings held on 20 July 2018 and 21 August 2018

**Resolved:** That the minutes from the meetings held on 20 July and 21 August 2018 be confirmed as an accurate record and signed by the Chair.

#### 4. Update from the Chair

The Chair, David O'Toole, informed the members that the responses from the Asset Management Team and Highways Team would be circulated to them after the meeting and they would be invited to review the information provided. If there were any areas that members felt would require further discussion, they should email Sam Parker, Democratic Services Officer, who would look to include it as part of the work plan.

At the last Internal Scrutiny meeting it was agreed to establish a Budget Scrutiny Review Panel. As part of the Terms of Reference, the membership number was originally set at 8. From further discussions, it had been agreed that the membership was to be extended to nine to ensure political balance. As this panel was agreed at this committee, any changes to the panel membership numbers were required to be reported to the committee. The first meeting of the panel was due to take place in October.

**Resolved:** The committee note the update from the Chair.

## **5. Lancashire Parking Services**

The Chair welcomed Peter Bell, Regulation and Enforcement Manager; Daniel Herbert, Group Manager Highways; and Keith Iddon, Cabinet Member for Highways and Transport, to the meeting.

The report presented provided an overview of Lancashire parking services provision of school and village enforcement, the centralisation of permit administration and the differences of on and off street enforcement.

Regarding the targeted enforcement information set out at Appendix 'A' of the report the Committee was informed that there was a correction regarding June 2018. The totals for June should have read, number of visits 65, number of PCNs issued 59 and 49 vehicles moved on. This effected the final section of the appendix. It should now read:

During April – June 2018:

- 275 targeted visits had been undertaken resulting in
- 264PCNs being issued and
- 219 vehicles being moved on.

Contravention of parking restrictions and inconsiderate parking in and around schools at the beginning and end of the school day was a regular complaint that was received by the county council. In order to tackle this problem a six month trial was implemented at the beginning of 2018 with additional enforcement to provide enhanced enforcement. Contact with schools was made through the schools portal and county councillors had been advised of the initiative. Around 60 schools were sent a letter and only 121 schools had signed up for the enforcement. A number of schools were not accepting the responsibility. LCC was now going to target all schools without request.

In terms of the increased visits and enforcement to zig zag lines outside schools the Committee enquired if this would lead to a reduction in parking enforcement in non-school areas as a consequence. The Lancashire Parking Services Team had a finite resource and therefore targeted the areas which had the most complaints or had the most restrictions.

Regarding Resident Parking Schemes members enquired what LCC's position was in terms of creating and implementing these schemes. It was reported that a pilot scheme on resident parking has taken place with County Councillor Salter consulting with residents in his area and the results of which have been brought back to the council. The outcome of the consultation had proved to be very positive and could be rolled out further.

Concerns were raised over carer's permits but members were assured that no changes had been made in relation to these permits until the statutory consultation had taken place.

In terms of the parking enforcement officers potentially having other enforcement duties e.g. litter, the Committee was informed that the current enforcement contract for deployed officers was for parking enforcement only. However, it was reported that as the contract was due to end, LCC was currently exploring various options which might allow parking enforcement officers to have other duties. LCC would have to work alongside district councils on this.

The question of parking on pavements was raised and it was confirmed that pavement parking was a real challenge in how it was managed and enforced. On the subject of dropped kerb crossings, incidents on these could be enforced by LCC however private drop kerb crossings were not enforced by LCC.

There were queries from members over parking in cycle ways. Highway cycle ways marked with a dashed line were advisory and could not be enforced by LCC. Cycle ways with a solid line were mandatory and could be enforced.

**Resolved:** That;

- i. The report presented be noted.
- ii. Information on the pilot scheme and any new parking schemes be circulated to members when available.
- iii. The Lancashire parking services report and presentation be circulated to all county councillors.

## **6. Report of the Grit Bins and Non-Priority Routes Task and Finish Group**

County Councillor Holgate presented the final report of the Grit Bins and Non-Priority Task and Finish Group. The report was a result of a lot of hard work by the members. It had been very cooperative and very cross party.

Thanks were given to the Highways Team for their excellent work over the severe winter period.

**Resolved:** That;

- i. The recommendations of the task and finish group be supported.

- ii. An additional recommendation on engaging external contractors for treating secondary routes be added to the report.
- iii. Responses from the Cabinet Member for Highways and Transport be presented to the Internal Scrutiny Committee at an appropriate scheduled meeting.

## **7. Task and Finish Group Request - Education Scrutiny Committee**

The report presented set out the request from the Education Scrutiny Committee for a task and finish group to be established on schools causing concern – support arrangements.

**Resolved:** That the request to establish a task and finish group on schools causing concern – support arrangements be approved.

## **8. Internal Scrutiny Committee Work Programme 2018/19**

The work plan for the Internal Scrutiny Committee for the 2018/19 year was presented. The topics included were identified at the work planning workshop held on 2 July 2018.

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

## **9. Urgent Business**

There were no items of Urgent Business.

## **10. Date of Next Meeting**

The next meeting of the Internal Scrutiny Committee would take place on Friday 16 November 2018 at 10.00am in Cabinet Room B (The Diamond Jubilee Room) at the County Hall, Preston.

L Sales  
Director of Corporate Services

County Hall  
Preston

## **Internal Scrutiny Committee**

Meeting to be held on Friday, 16 November 2018

Electoral Division affected: All
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## **Customer Access Service - Update on Performance and Savings Initiatives**

Contact for further information:

Sarah Jenkins, Tel: 01772 537401, Head of Service – Customer Access Service.  
sarah.jenkins@lancashire.gov.uk

### **Executive Summary**

The purpose of this report is to provide the Customer Access Service (CAS), operational performance and key statistics for the period April 2018 to August 2018.

The report also provides a comparison against the previous financial year. The final page of the report lists the savings plan for the service 2015-21.

### **Recommendation**

The Internal Scrutiny Committee are requested to note and comment on the contents of this report.

### **Background and Advice**

The Customer Access Service (CAS) currently deliver first point of contact for telephone, email and social media interactions for 28 Lancashire County Council services, handling over 1.1 million customer interactions a year. This equates to roughly two thirds of all customer contacts coming into the authority.

In addition to this, the Customer Access Service also processes 24,800 Blue Badge applications, over 5,000 Crisis Support Applications, and over 51,700 Customer Satisfaction feedback reports.

These services are very diverse and vary widely from booking a wedding to reporting a pothole, with the sensitive handling of safeguarding reports in between. Each service has its own data handling tool(s) which we record contacts in, requiring Customer Access staff to be able to competently use over 25 separate specialist systems.

## **1. Summary**

### **1.1. Telephony**

There has been an overall improvement in telephony performance both in terms of calls answered and wait times compared to the same period in the previous financial year. Calls answered have increased from 89% to 91% with calls answered within 40 seconds up from 45% to 55%. The total number of calls answered is up from 315,689 to 323,062, an increase of 7,373 telephone contacts. This increase in calls answered is mainly due to the handling improvements implemented by CAS to try and minimise the impact of vacancies and the reduction in headcount as a result of the savings programme. We are constantly reviewing our processes based on the statistical data we analyse and use this business intelligence to optimise performance where possible, including the cross skilling of advisors, directing callers to our website, changes made to the customer experience and updating service call priorities. However it should be noted that the reduction in headcount over the last three year period as a result of the savings programme has left the service with little capacity to handle influxes of calls relating to the weather and other unexpected service increases. This then results in customer wait times being longer than we aspire to deliver.

### **1.2. Email**

There has been an increase in the volumes of emails being received and handled from 62,315 to 62,619, compared to the same period in the previous financial year, an increase of 304 contacts.

### **1.3. Customer Satisfaction**

Customer Satisfaction has remained consistent with overall satisfaction at 81% compared with 80% in the previous financial year. Satisfaction with our first point of contact resolution has also increased slightly from 77% to 79%. There have been a total of 12,296 customer satisfaction surveys fully completed by customers in the year so far.

### **1.4. Social Media**

The introduction of a Social Media channel within Customer Access in November 2017 has proved successful and will be a contributing factor in the Digital Strategy as we move forward. Since its introduction we have handled 1,945 interactions.

### **1.5. Blue Badges**

Approval rates of Blue Badges have remained consistent at 80%. The number of applications received for the year so far is 13,110. A Blue Badge Improvement Programme is underway, to review all aspects of the service and comparing to best practice in other authorities. This will put the service in a strong position ahead of the impending Department for Transport policy amendments in 2019.



## **1.6. Crisis Support**

The number of applications received for the year so far is 1,597, the approval rate of Crisis Support applications has decreased since the previous financial year and is currently 21% compared to 34%. This has been due to improved signposting allowing us to find alternative solutions for our citizens. The number of applications received has seen a downward trend, partially influenced by the change from monetary awards to the provision of food parcels, but can also be linked to the problems experienced with tax credits in the previous year which hasn't occurred this year.

## **1.7. Retention**

Retention within Customer Access has remained challenging largely due to opportunities elsewhere within the authority. The recent restructure of the service has allowed an opportunity to address this area with the design focused on frontline staff development and stronger career pathways within Customer Access. The number of new starters so far this year has been 31, in the same period we have also seen 33 leavers.

## **1.8. Savings**

The current financial year has seen a further reduction in both budget and headcount within Customer Access, continuing the trend over the last three years. Future savings have been agreed but are dependent on technological implementation. The savings delivered to date have totalled £1,005,000, and we have seen a reduction of 44.4 FTE. Details can be found under Paragraph 5.1 of this report. It should be noted that the budget for the Customer Access Service is based almost entirely on staffing and therefore in order for CAS to make the necessary saving reductions, staffing levels must be reduced. Reducing headcount without reducing the work coming through the centre will result in longer wait times for callers and callers having to abandon calls and make several further call attempts. This could lead to complaints and have a negative impact on the reputation of the authority.

Customer Access commenced their Service Challenge on 3 September 2018 with a large amount of initial research already undertaken in order to benchmark ourselves against other authorities.

## 2. Operational Performance

### 2.1 April to August 2018 Performance Summary

#### 2.1.1 Telephony

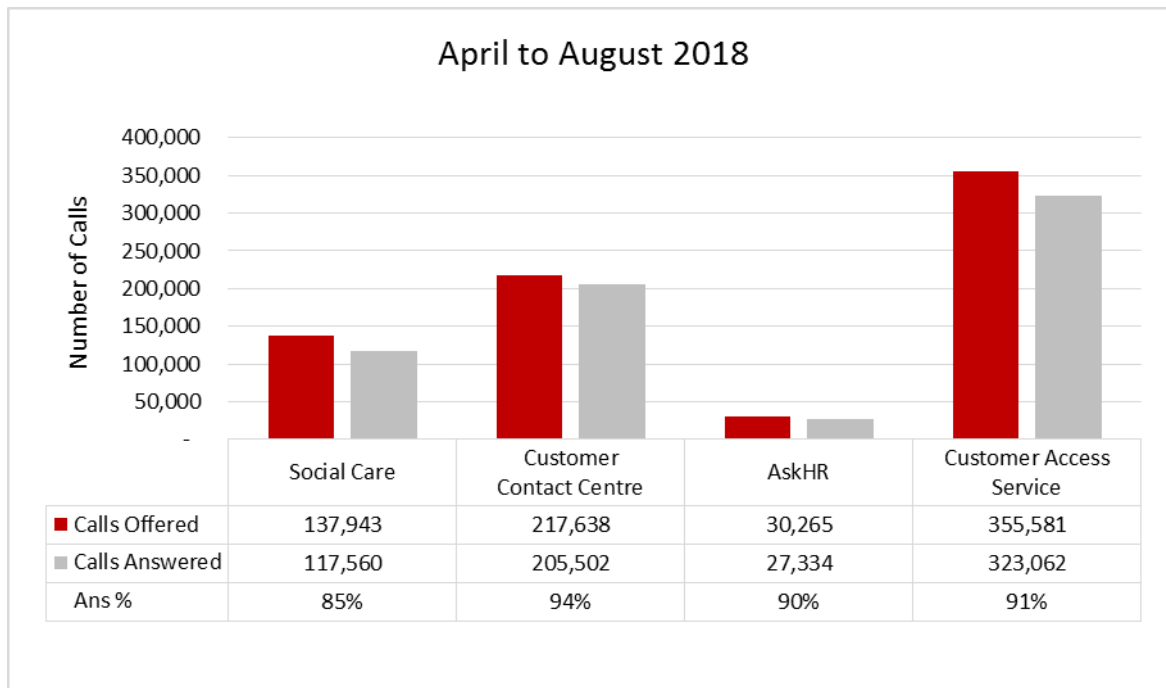


Table 2.1: Telephony performance April to August 2018

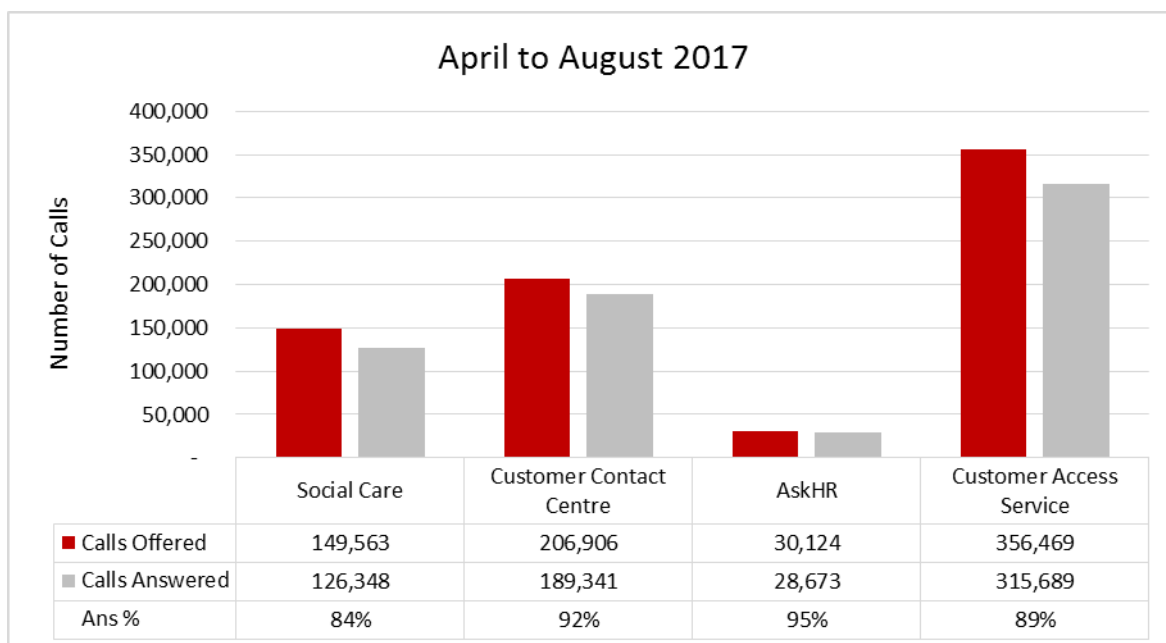


Table 2.2: Telephony performance April to August 2017

## 2.1.2 Email

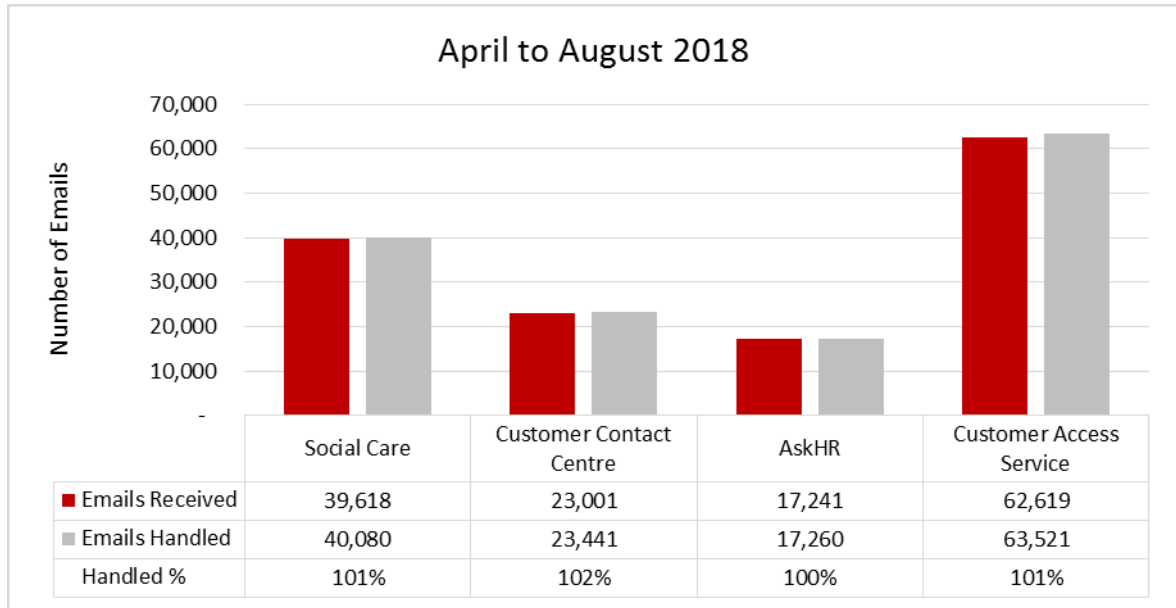


Table 2.3: Email performance April to August 2018

\* Performance of over 100% is due to carry-over of emails from previous period.

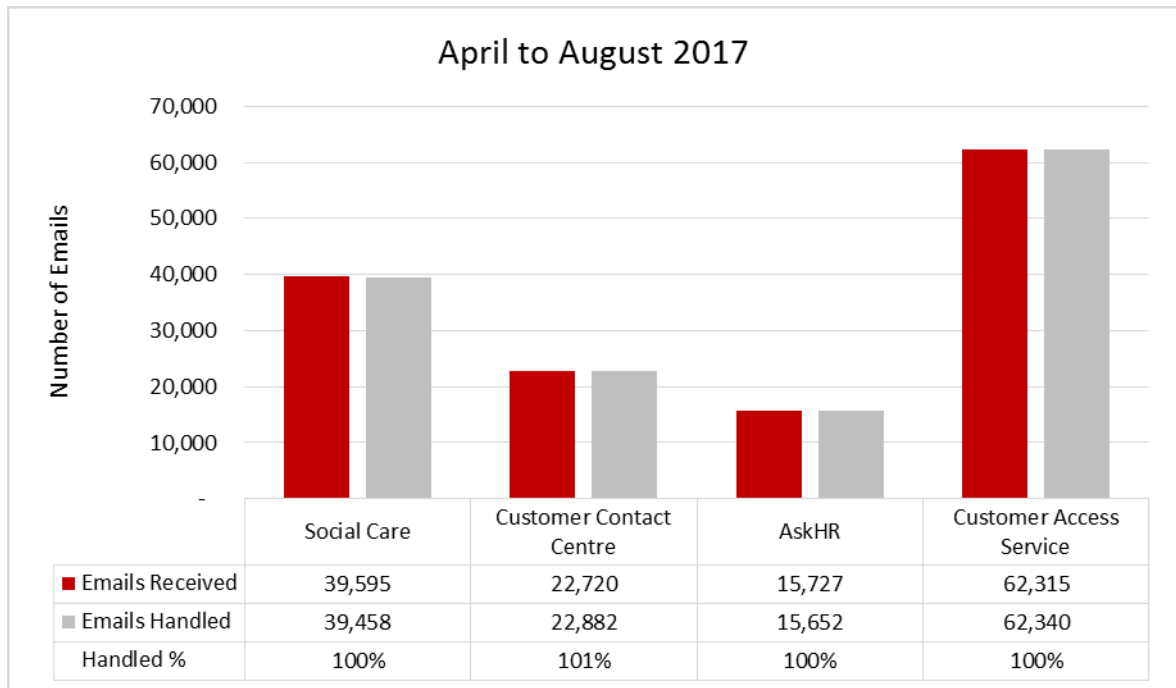


Table 2.4: Email performance April to August 2017

\* Performance of over 100% is due to carry-over of emails from previous period.

### 2.1.3 Social Media

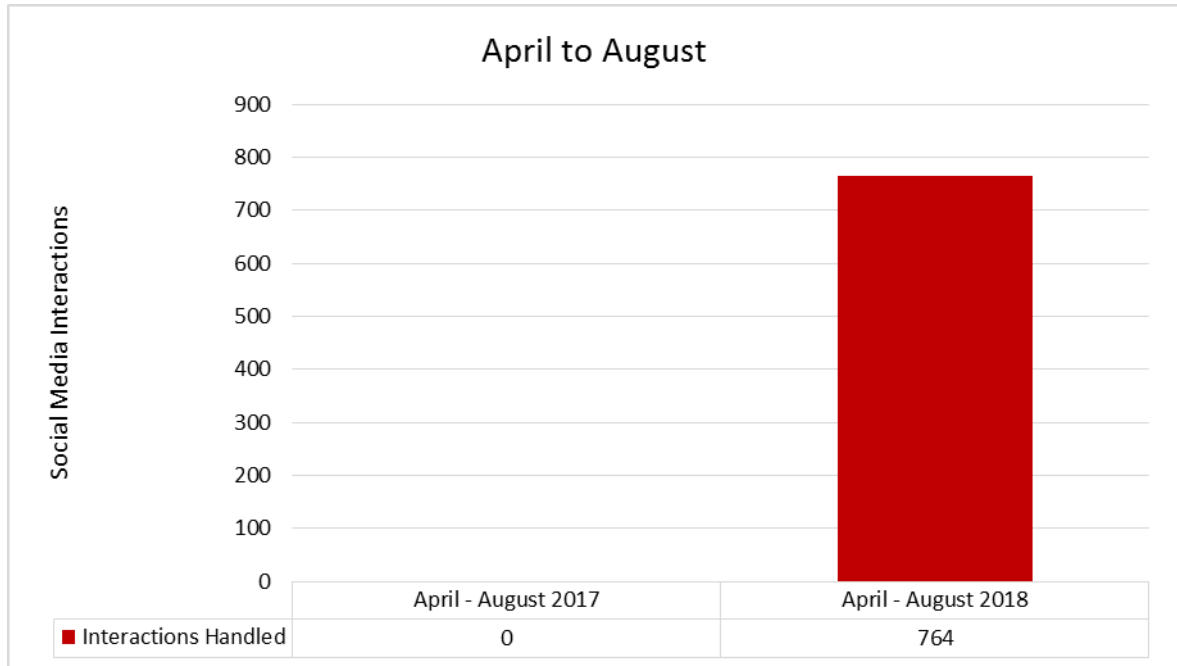


Table 2.5: Social Media performance (Highways) April to August  
*Social Media channel went live in November 2017.*

## 2.2 April to August 2018 Performance breakdown

### 2.2.1 Telephony

#### Customer Access Service

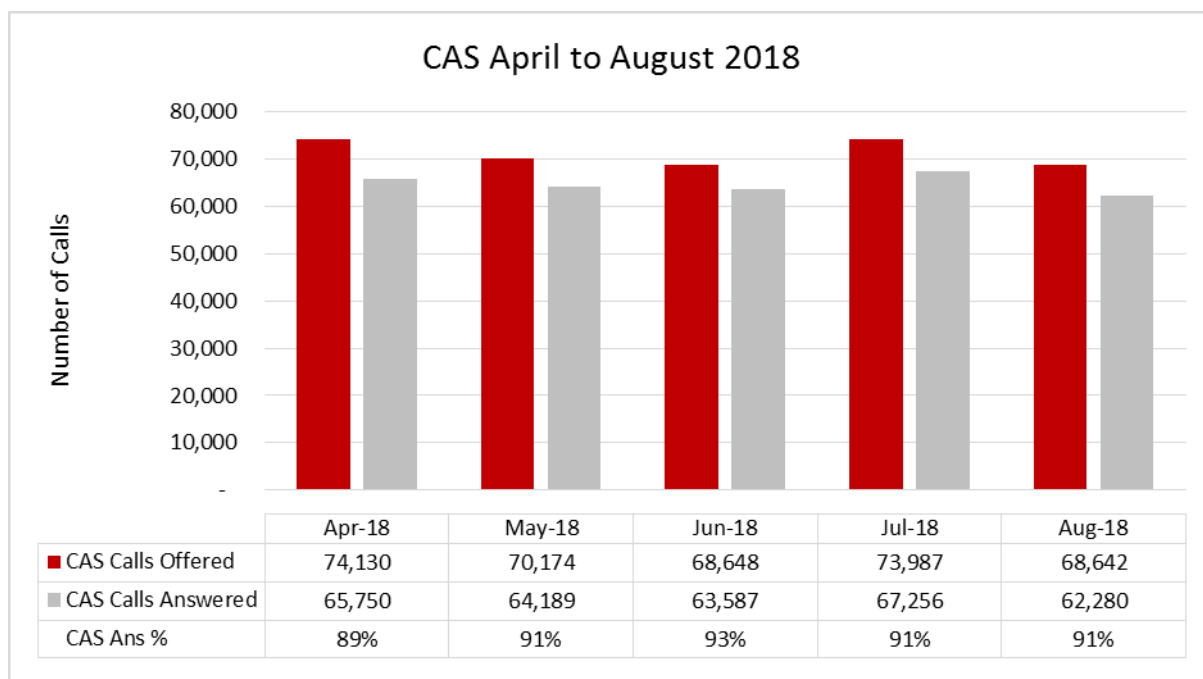


Table 2.6: Overall Telephony performance monthly breakdown April to August 2018

#### Social Care

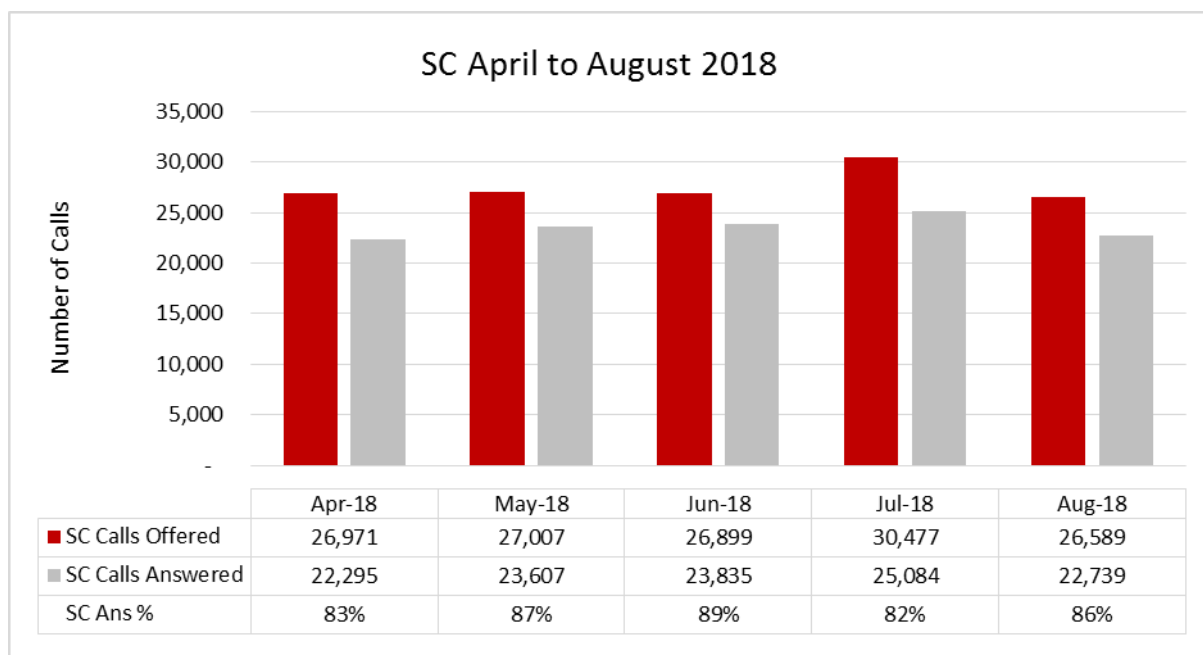


Table 2.7: Social Care Telephony performance monthly breakdown April to August 2018 \*

\* To note: Adults blended email training took place during April which has affected the SLA %. Team meetings, consultation briefings and interview support sessions took place during July which has impacted coverage and affected the SLA%.

## Customer Contact Centre

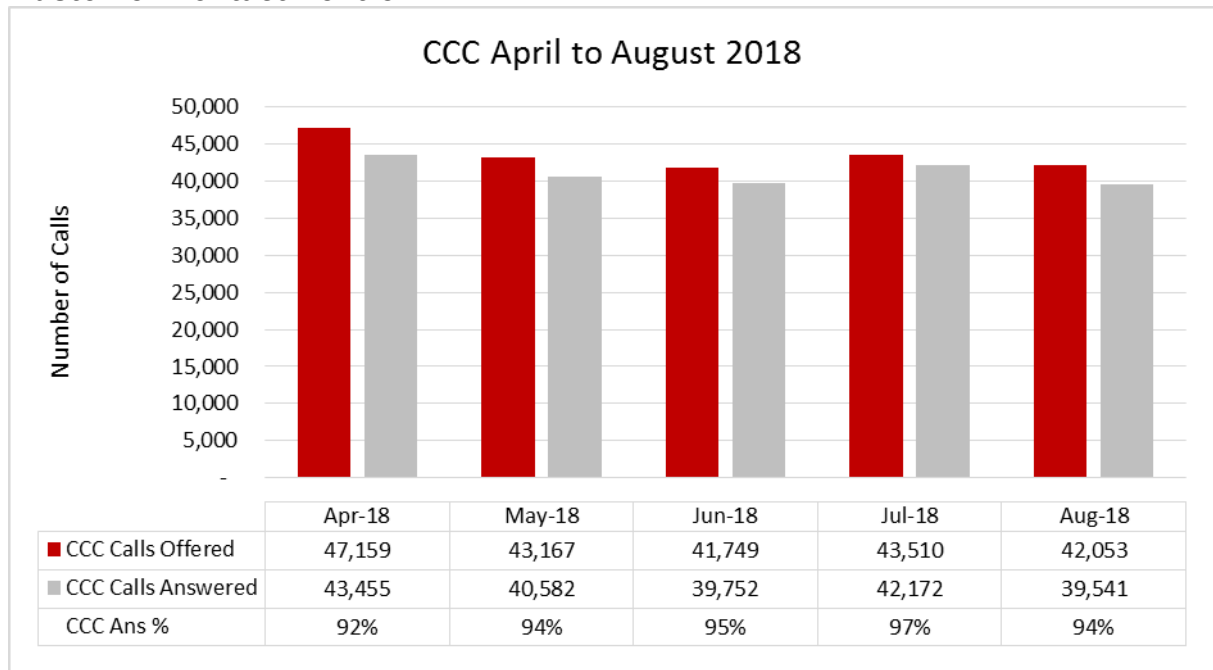


Table 2.8: Customer Contact Centre Telephony performance monthly breakdown April to August 2018

## AskHR

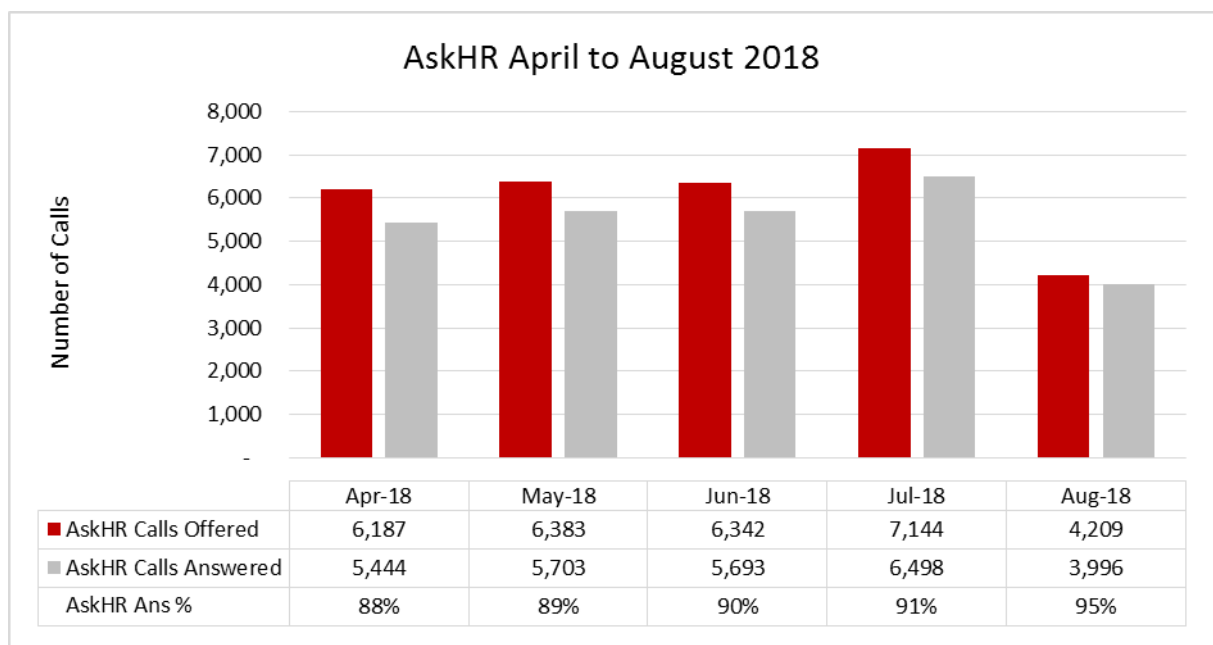


Table 2.9: AskHR Telephony performance monthly breakdown April to August 2018

## 2.2.2 Email

### Customer Access Service

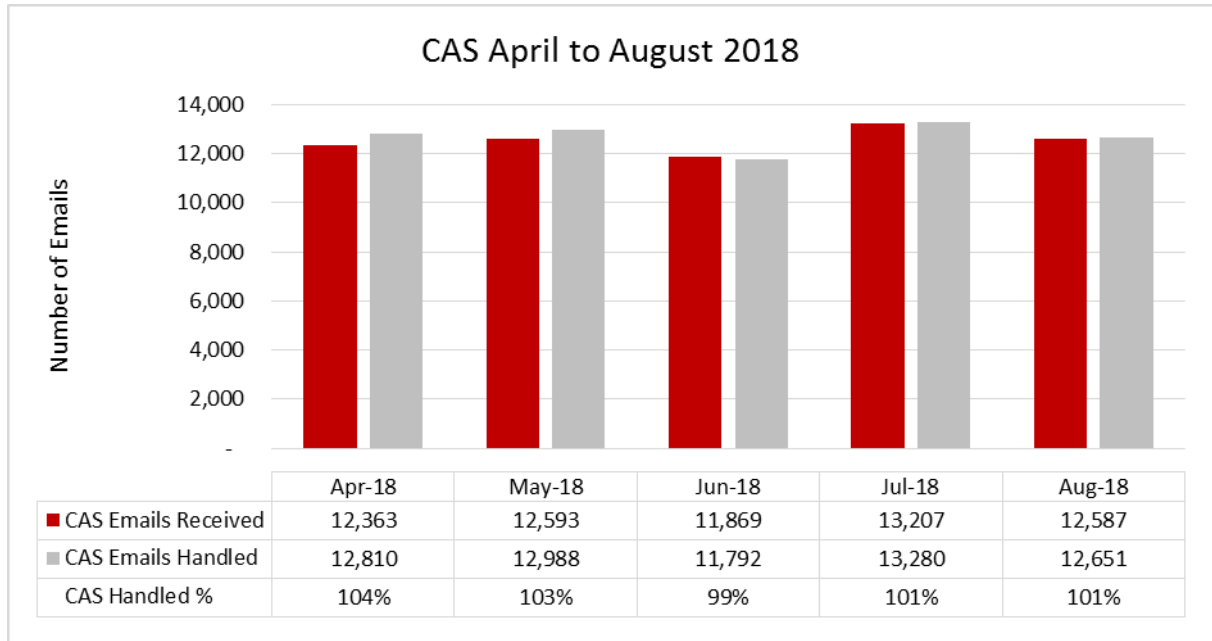


Table 2.10: Overall Email performance monthly breakdown April to August 2018  
 \* Performance of over 100% is due to carry-over of emails from previous period.

### Social Care

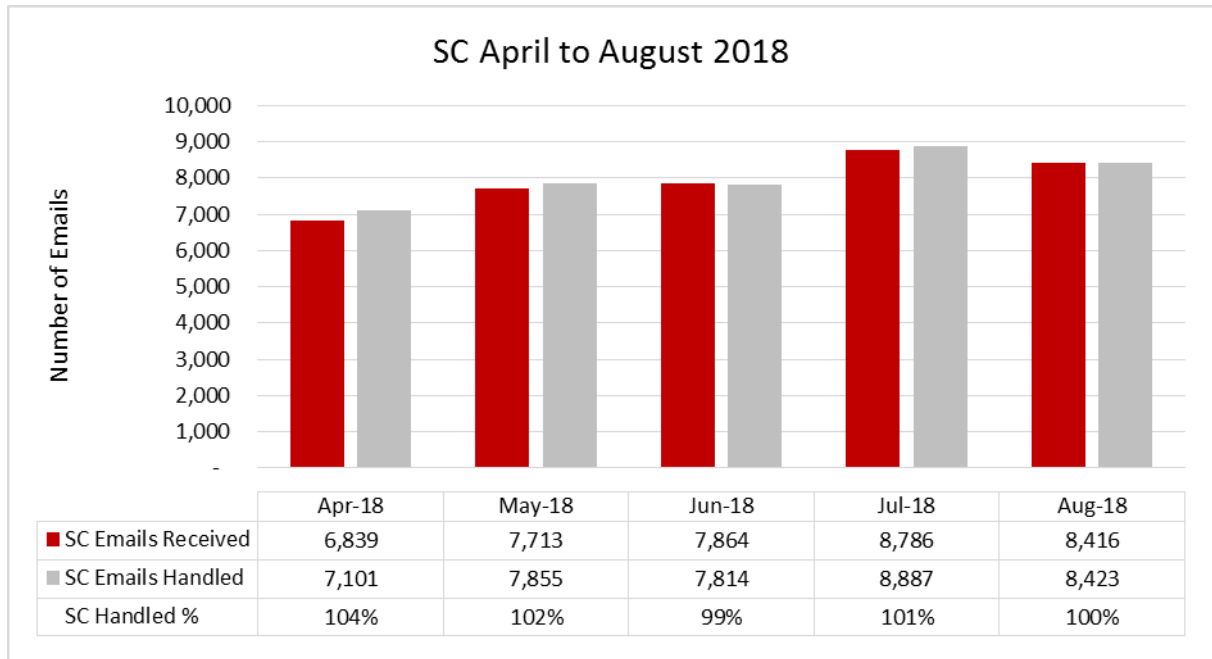


Table 2.11: Social Care Email performance monthly breakdown April to August 2018  
 \* Performance of over 100% is due to carry-over of emails from previous period.

## Customer Contact Centre

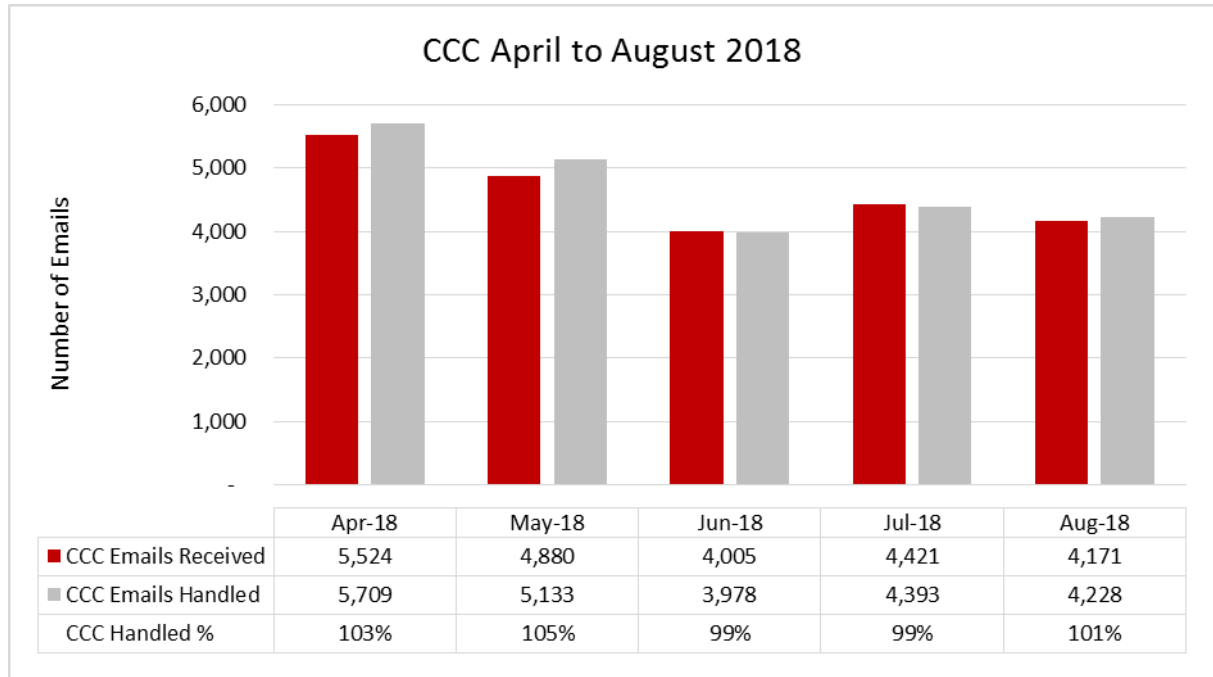


Table 2.12: Customer Contact Centre Email performance monthly breakdown April to August 2018  
 \* Performance of over 100% is due to carry-over of emails from previous period.

## AskHR

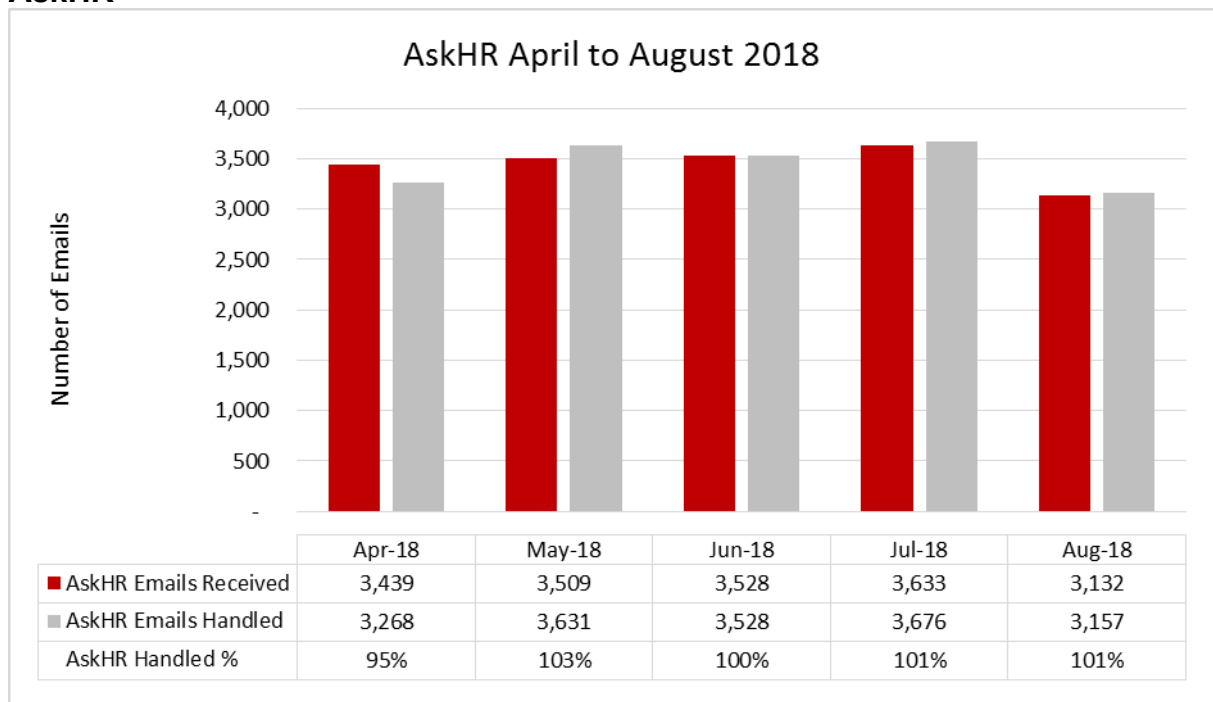


Table 2.13: AskHR Email performance monthly breakdown April to August 2018  
 \* Performance of over 100% is due to carry-over of emails from previous period.



### 2.2.3 Social Media

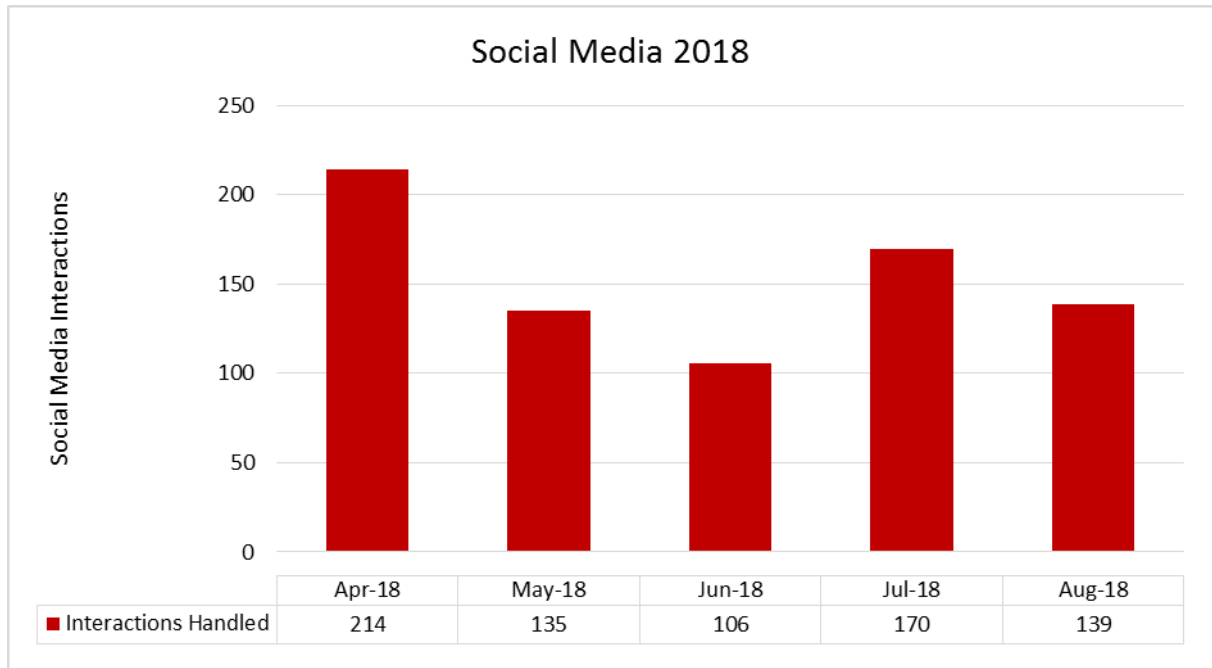


Table 2.14: Social Media (Highways) performance monthly breakdown April to August 2018

*High volumes experienced in April due to ongoing issues with potholes and the associated customer queries. Social Media channel went live in November 2017.*

## 2.3 2017/18 Financial Year Performance Breakdown

### 2.3.1 Telephony

#### Customer Access Service

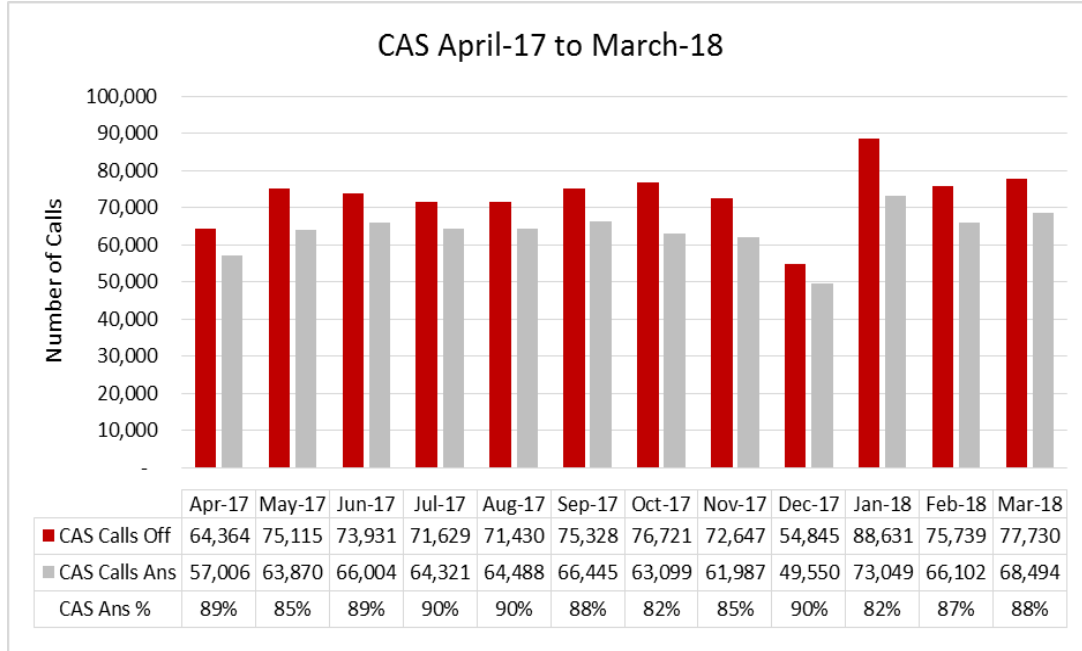


Table 2.15: Overall Telephony performance monthly breakdown April 2017 to March 2018

#### Social Care

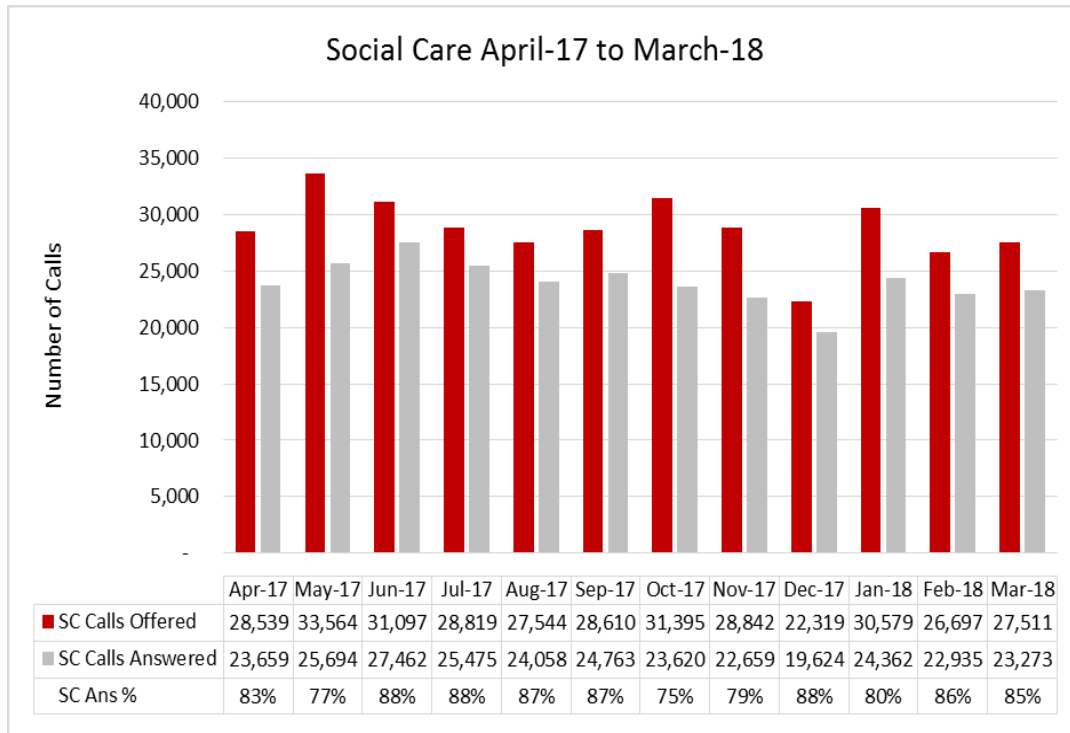


Table 2.16: Social Care Telephony performance monthly breakdown April 2017 to March 2018

## Customer Contact Centre

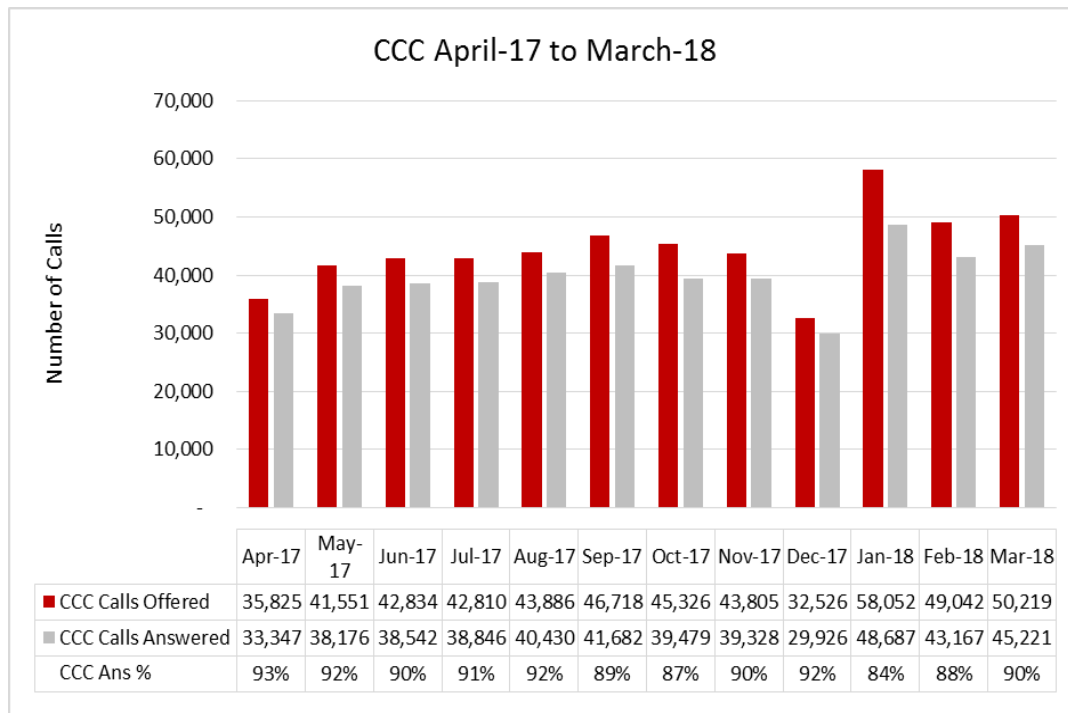


Table 2.17: Customer Contact Centre Telephony performance monthly breakdown April 2017 to March 2018

## AskHR

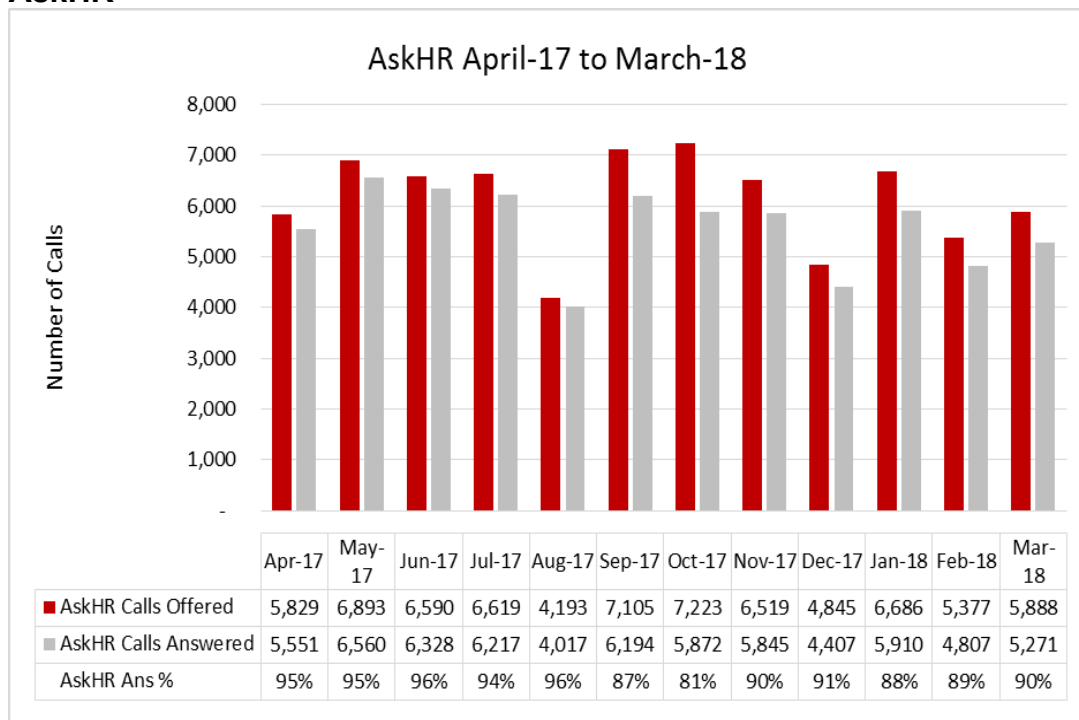


Table 2.18: AskHR Telephony performance monthly breakdown April 2017 to March 2018

## 2.3.2 Email

### Customer Access Service

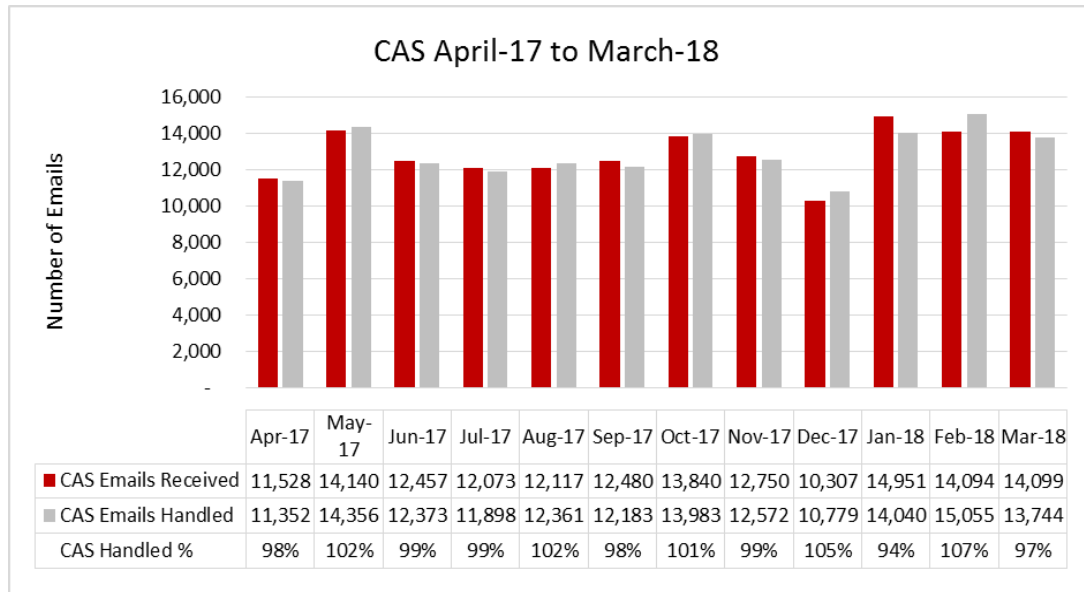


Table 2.19: Overall Email performance monthly breakdown April 2017 to March 2018

\* Performance of over 100% is due to carry-over of emails from previous period.

### Social Care

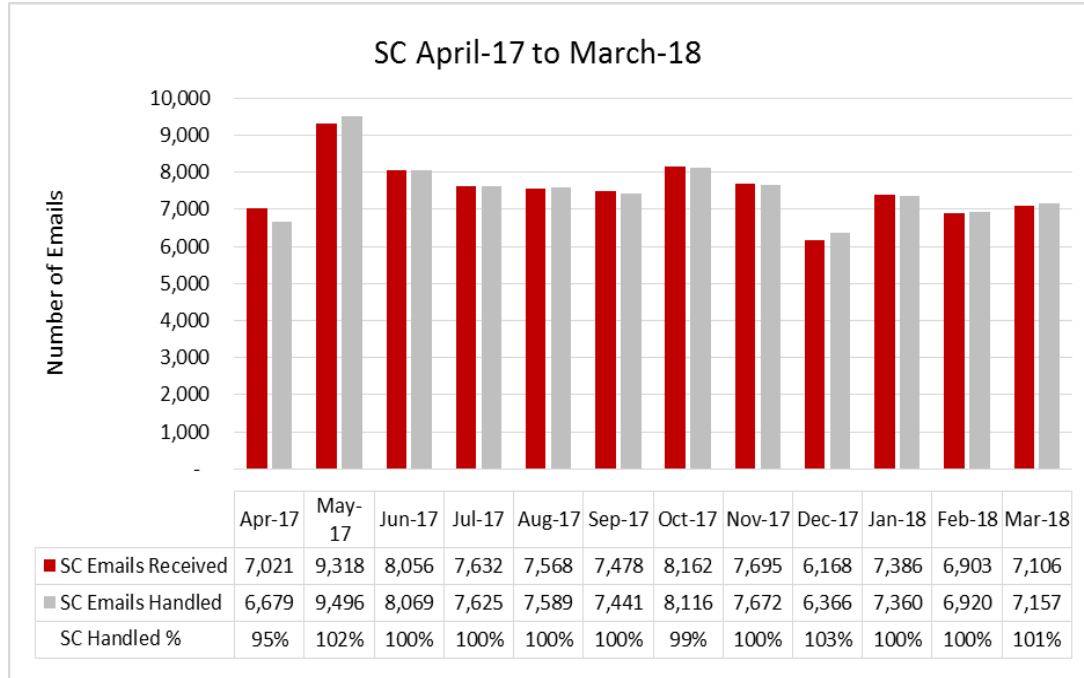


Table 2.20: Social Care Email performance monthly breakdown April 2017 to March 2018

\* Performance of over 100% is due to carry-over of emails from previous period.

## Customer Contact Centre

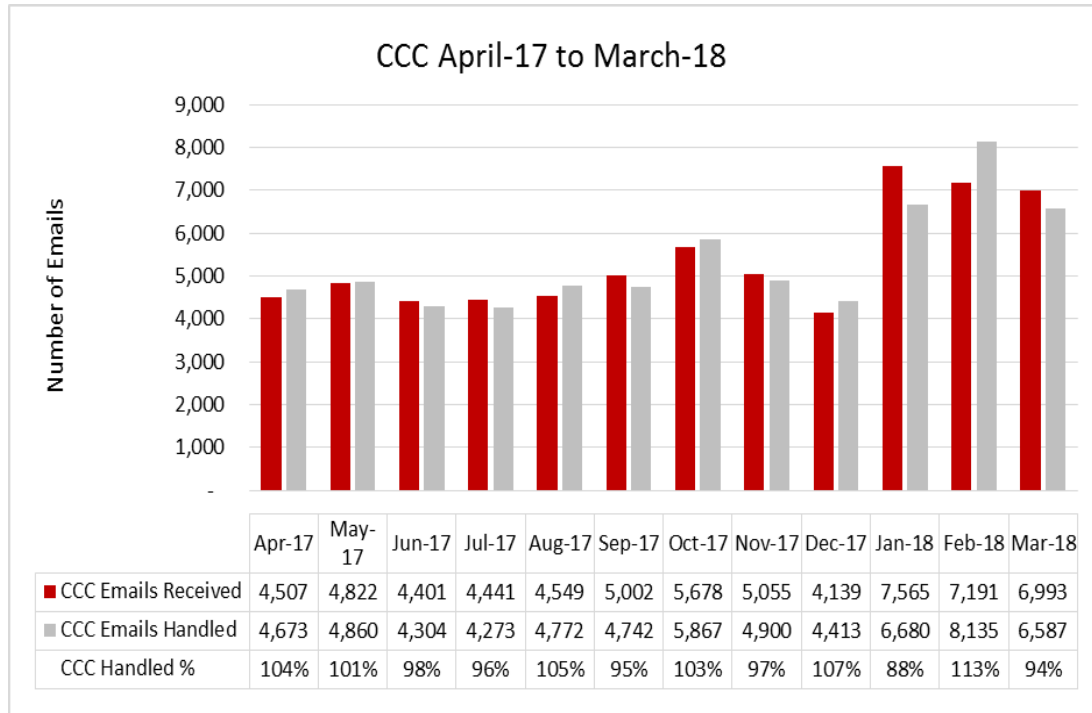


Table 2.21: Customer Contact Centre Email performance monthly breakdown April 2017 to March 2018  
 \* Performance of over 100% is due to carry-over of emails from previous period.

## AskHR

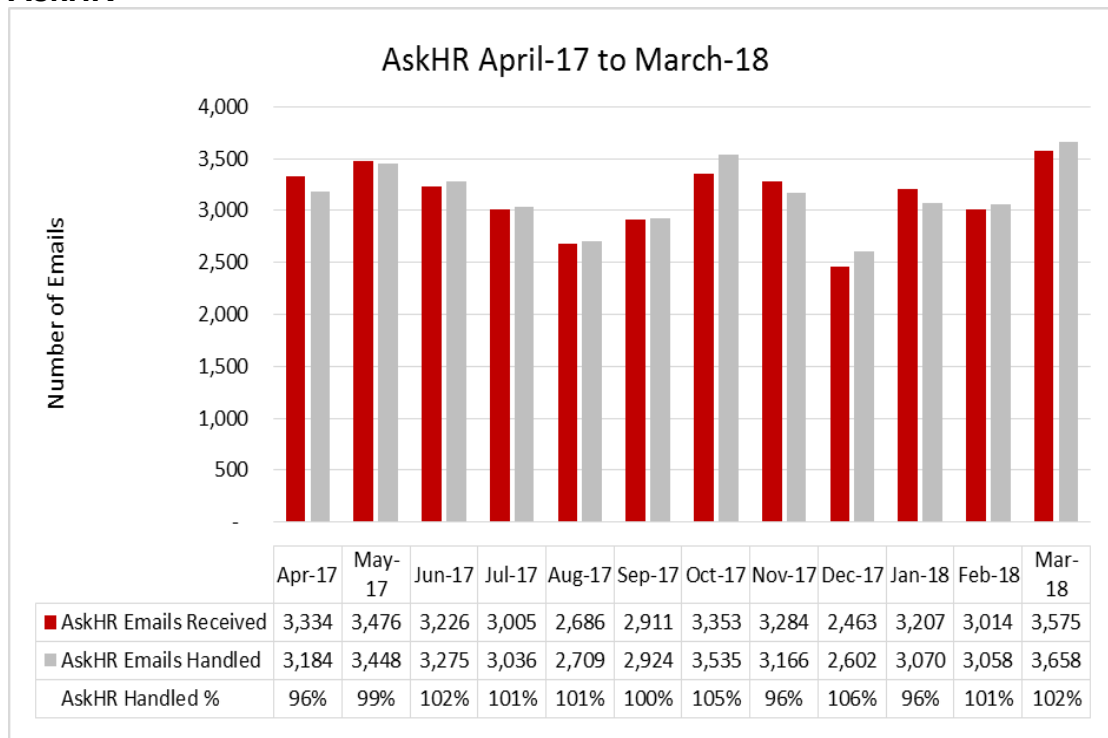


Table 2.22: AskHR Email performance monthly breakdown April 2017 to March 2018  
 \* Performance of over 100% is due to carry-over of emails from previous period.

### 2.3.3 Social Media

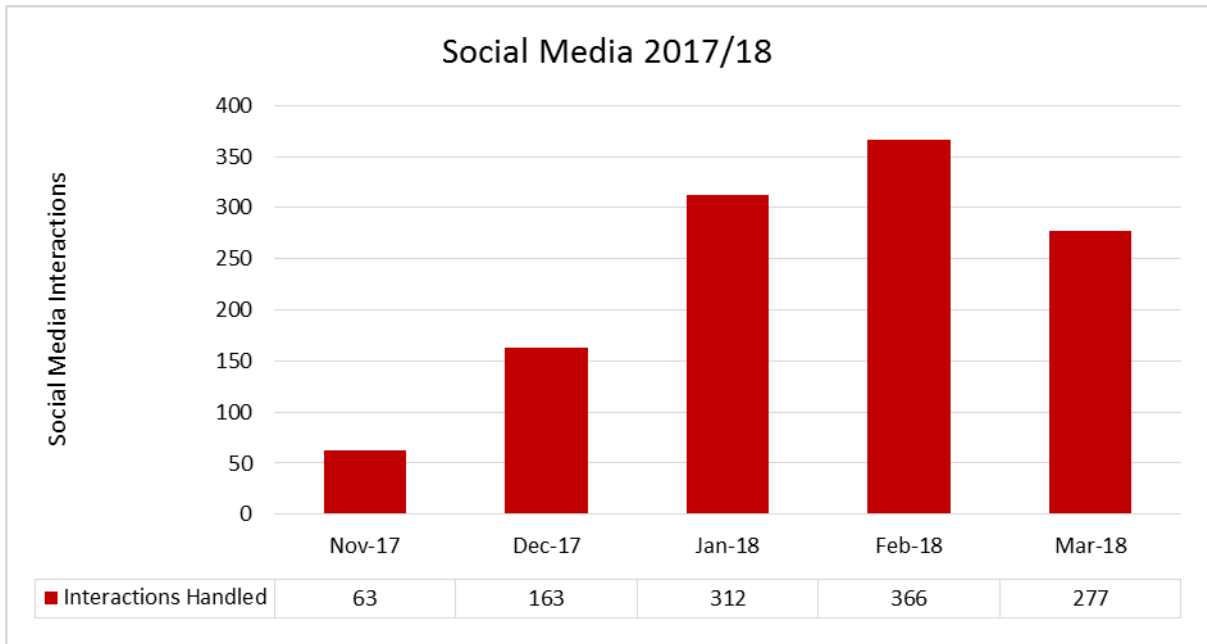


Table 2.23: Social Media performance monthly breakdown April 2017 to March 2018  
*High volumes experienced between January-March, due to ongoing issues with potholes and the associated customer queries.*

Social Media channel went live in November 2017.

## 2.4 Telephony Performance (Answered within 40 seconds)

### 2.4.1 April to August 2018

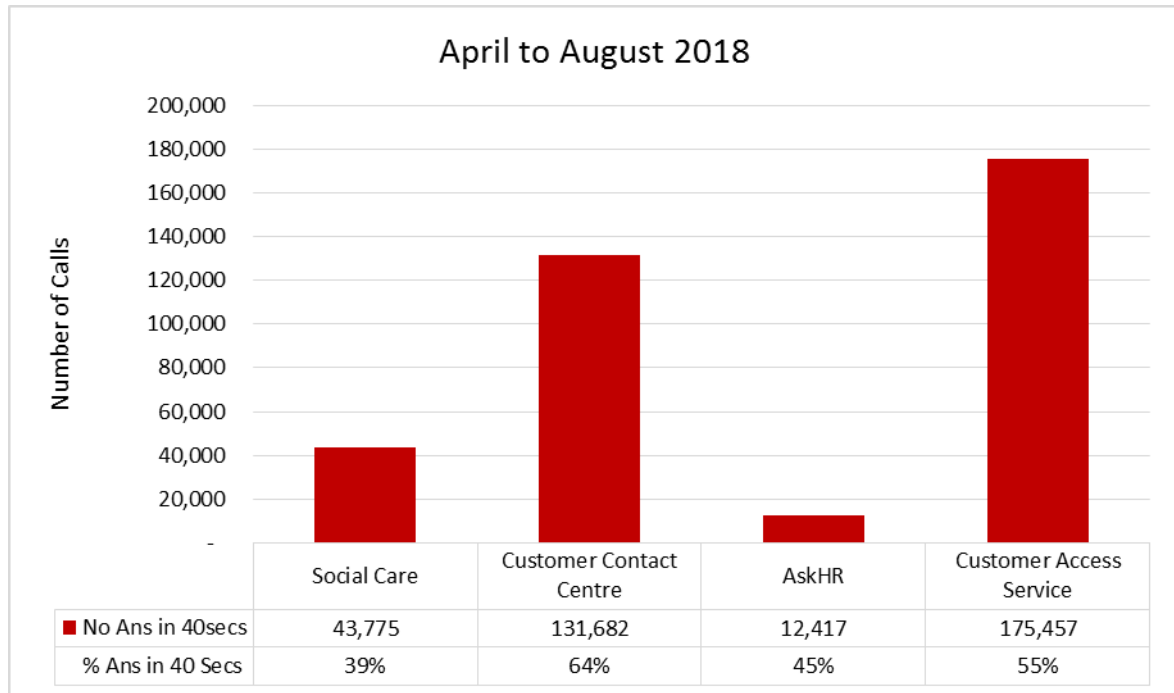


Table 2.24: Telephony performance Answered within 40 seconds April to August 2018

### 2.4.2 April to August 2017

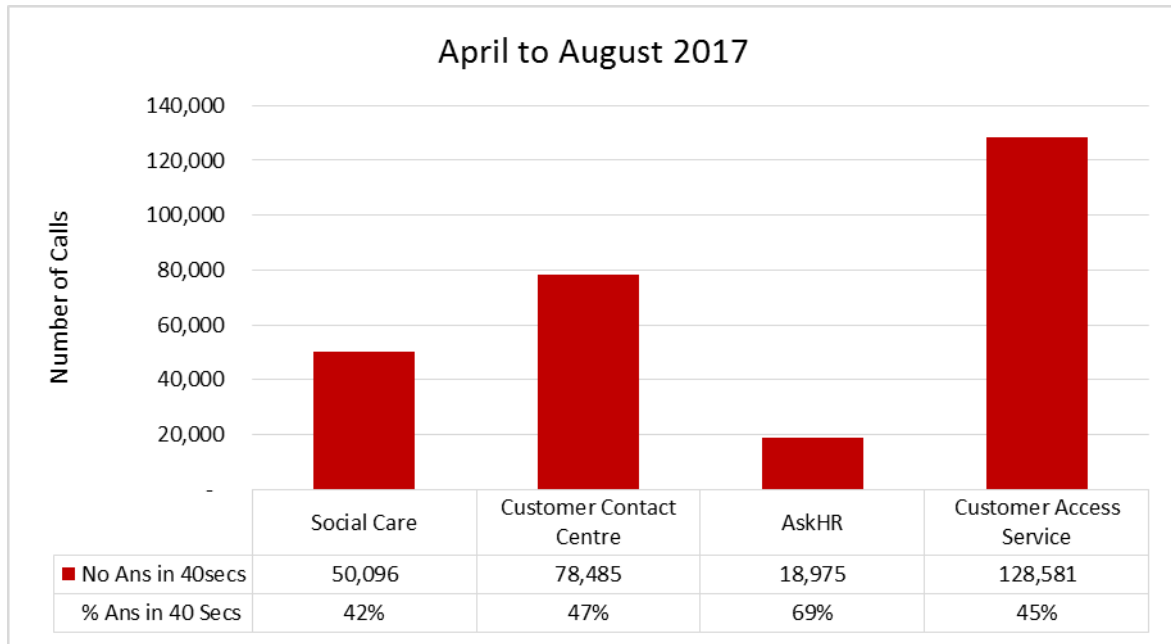


Table 2.25: Telephony performance Answered within 40 seconds April to August 2017

### 2.4.3 2017/18 Financial Year

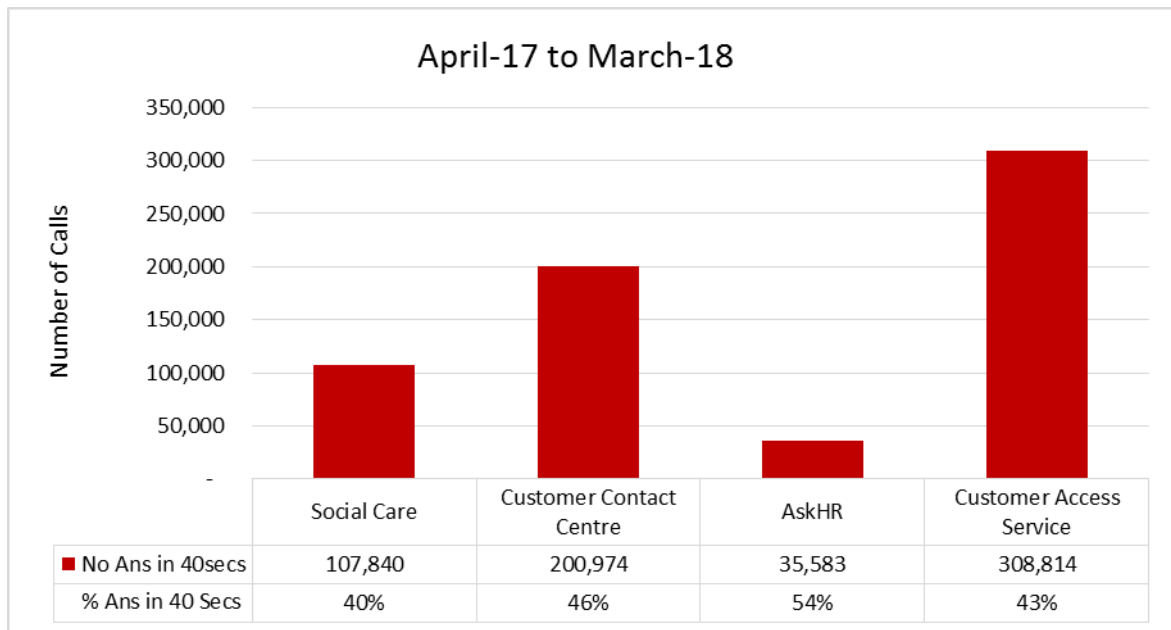


Table 2.26: Telephony performance Answered within 40 seconds April 2017 to March 2018

### 3. Customer Feedback

#### 3.1. Customer Feedback: Overall Customer Satisfaction

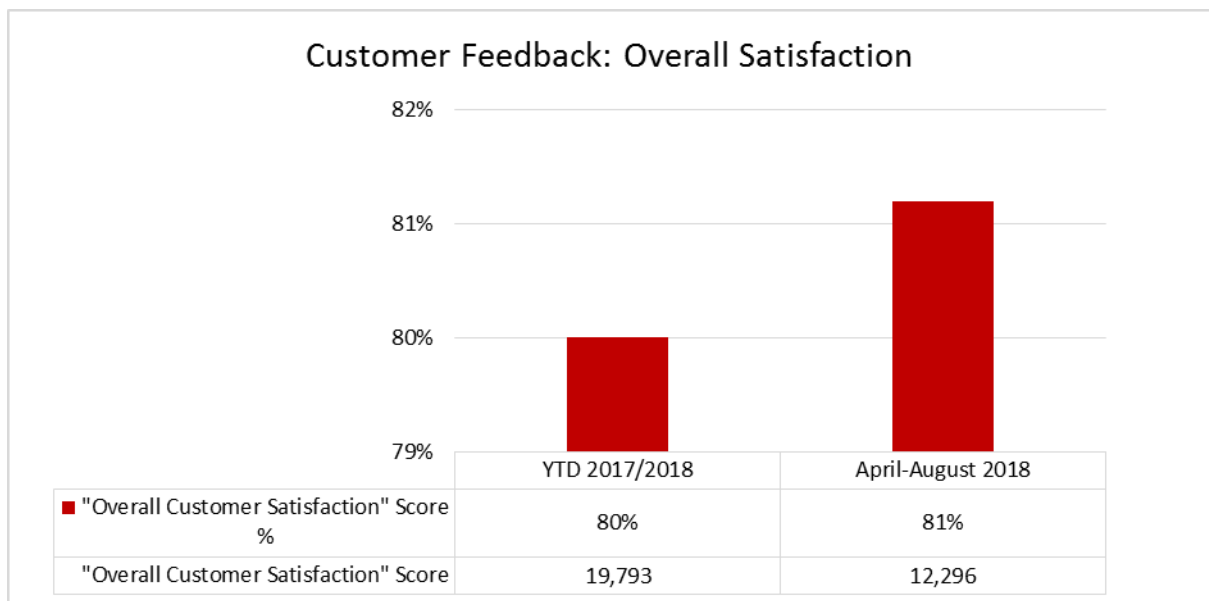


Table 3.1: Customer Access Service overall, customer satisfaction  
*A new suite of Customer Surveys went live on 14<sup>th</sup> May 2018, reducing from 6 questions to 4.*

#### 3.2. Customer Feedback: Resolved at First Point of Contact

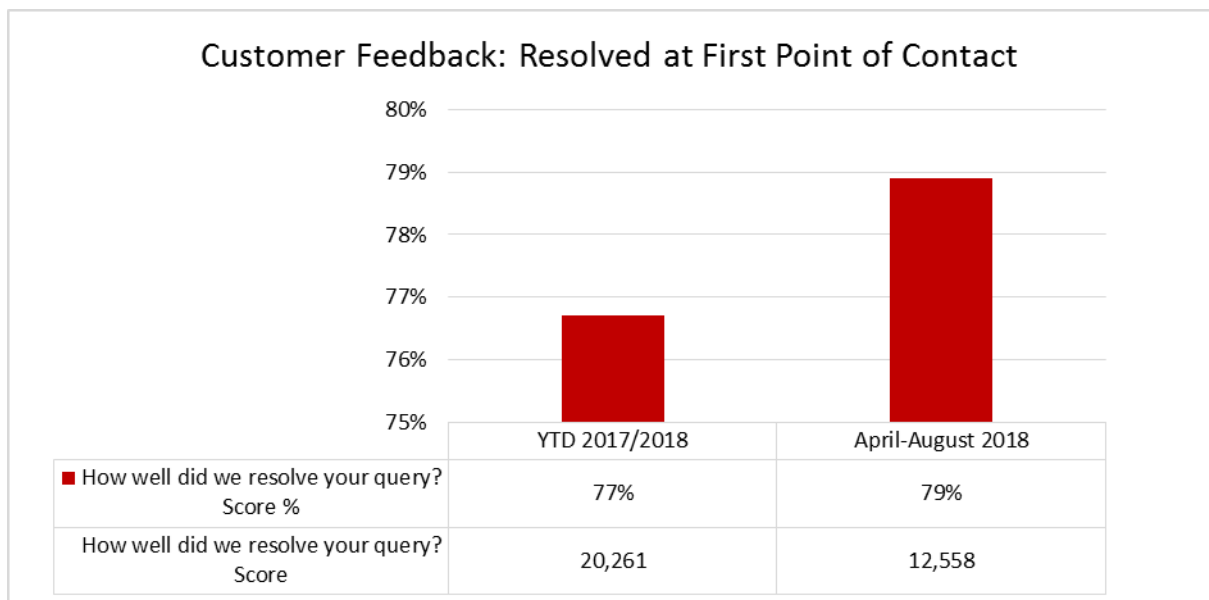


Table 3.2: Customer Access Service overall, customer queries resolved at first point of contact  
*A new suite of Customer Surveys went live on 14<sup>th</sup> May 2018, reducing from 6 questions to 4.*



## 4. Offline Performance

### 4.1. Blue Badge Applications

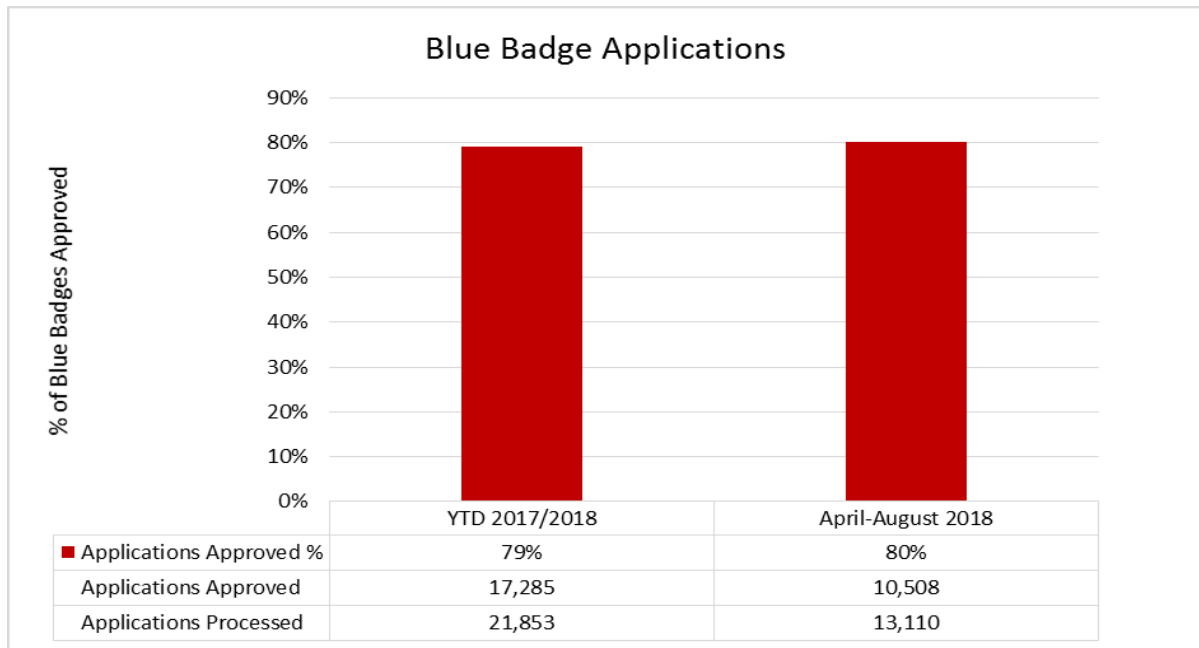


Table 4.1: Blue Badge Applications Processed & Approved.

## 4.2. Crisis Support Scheme

### 4.2.1. Crisis Support Scheme: Food & Fuel

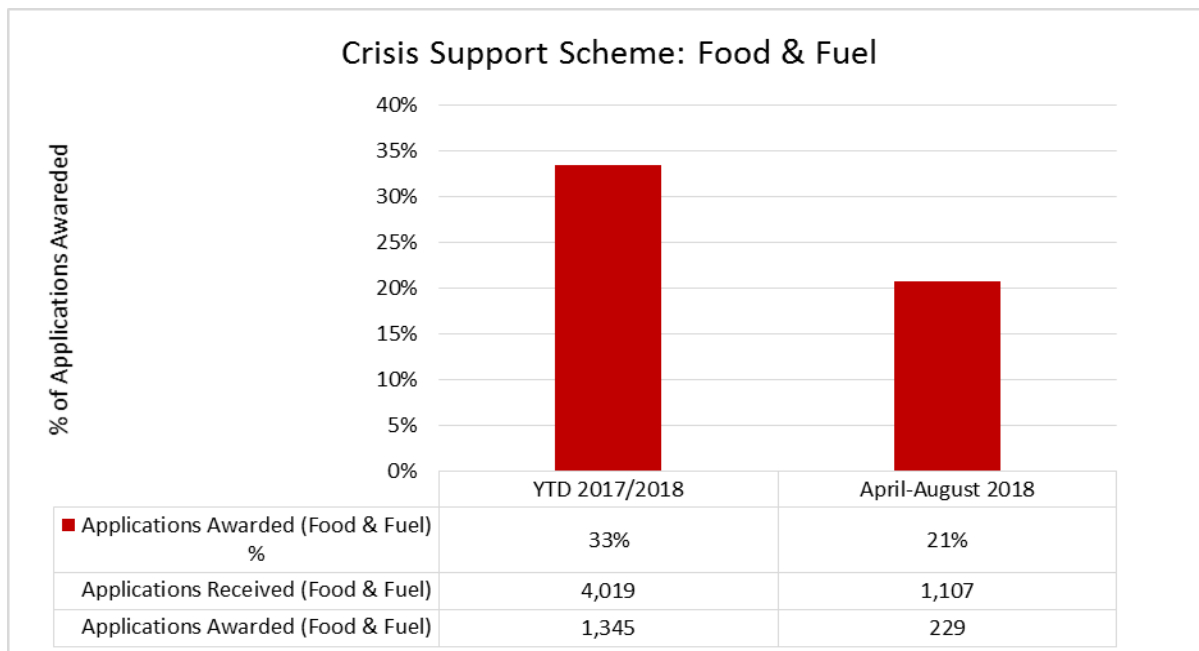


Table 4.2: Crisis Support Scheme applications received and awarded for Food & Fuel

*The number of applications received has seen a substantial decrease and can be linked to the problems experienced with tax credits in the previous year which hasn't occurred this year.*

#### 4.2.2. Crisis Support Scheme: Furniture

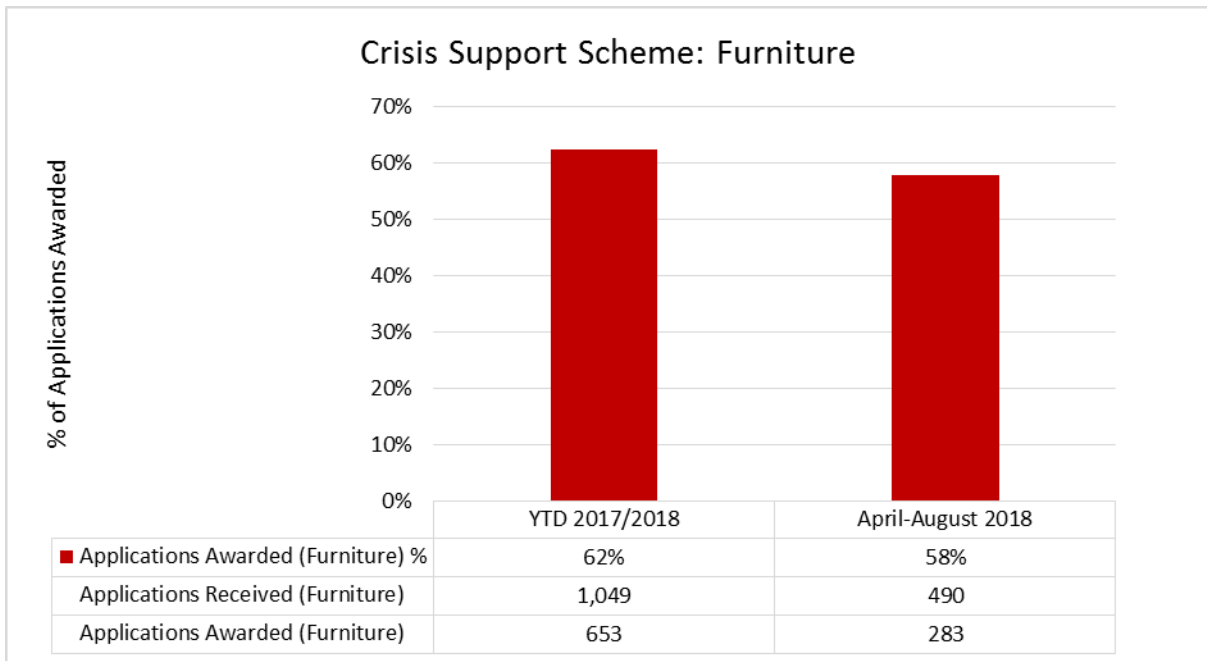


Table 4.3: Crisis Support Scheme applications received and awarded for Furniture

#### 4.3. Leavers & New Starters

##### 4.3.1. Leavers (April – August 2018)

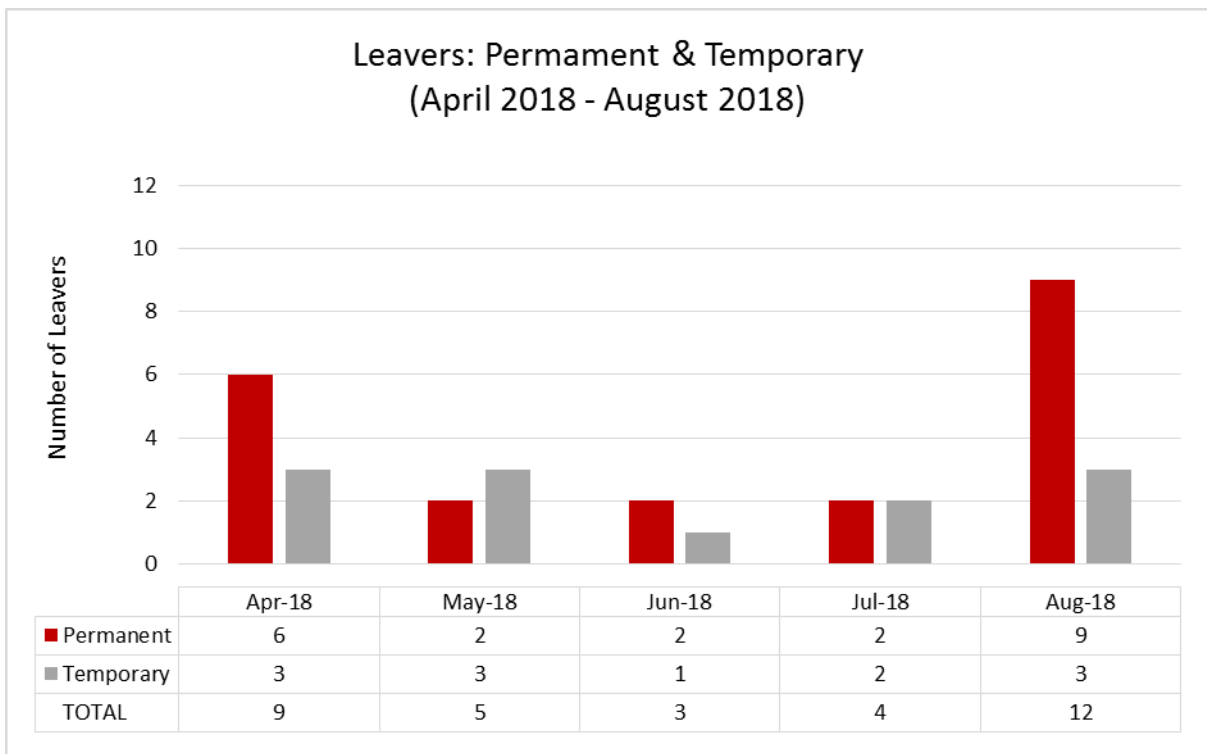


Table 4.4: Customer Access Service Permanent & Temporary Leavers April to August 2018

### 4.3.2. Leavers (April 2017 – March 2018)

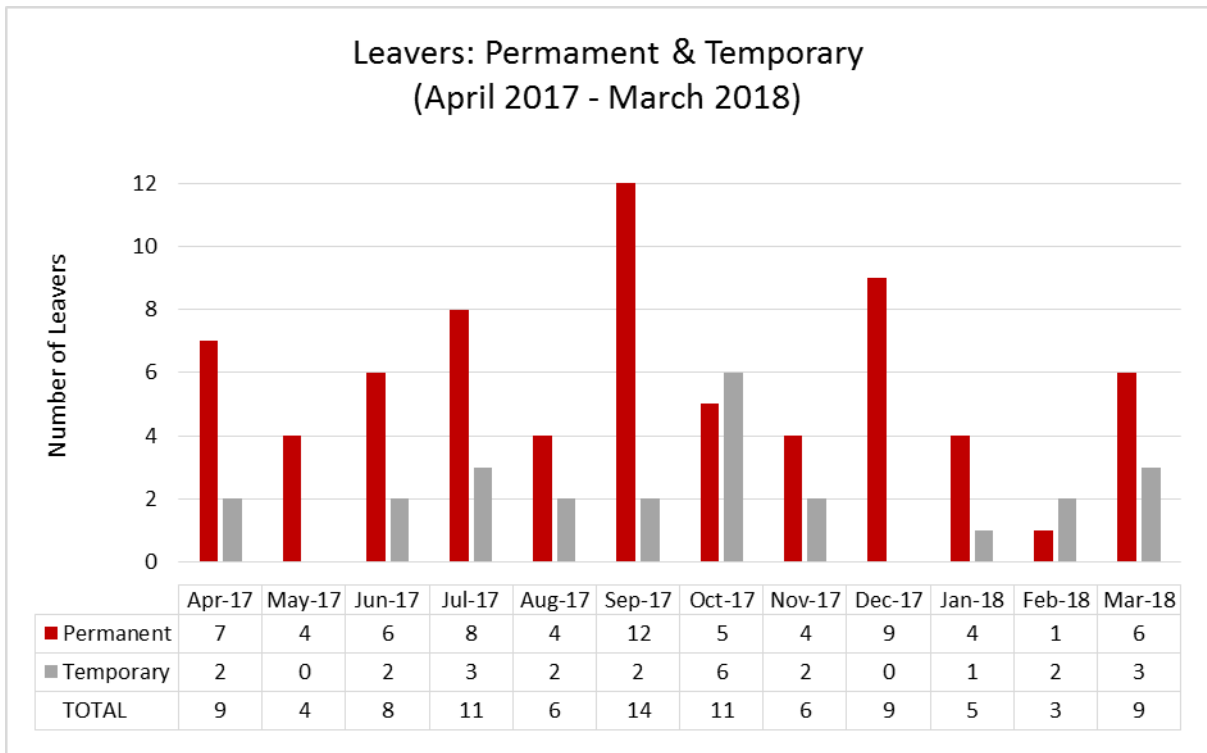


Table 4.5: Customer Access Service Permanent & Temporary Leavers April 2017 to March 2018

### 4.3.3. New Starters (April 2018 – August 2018)

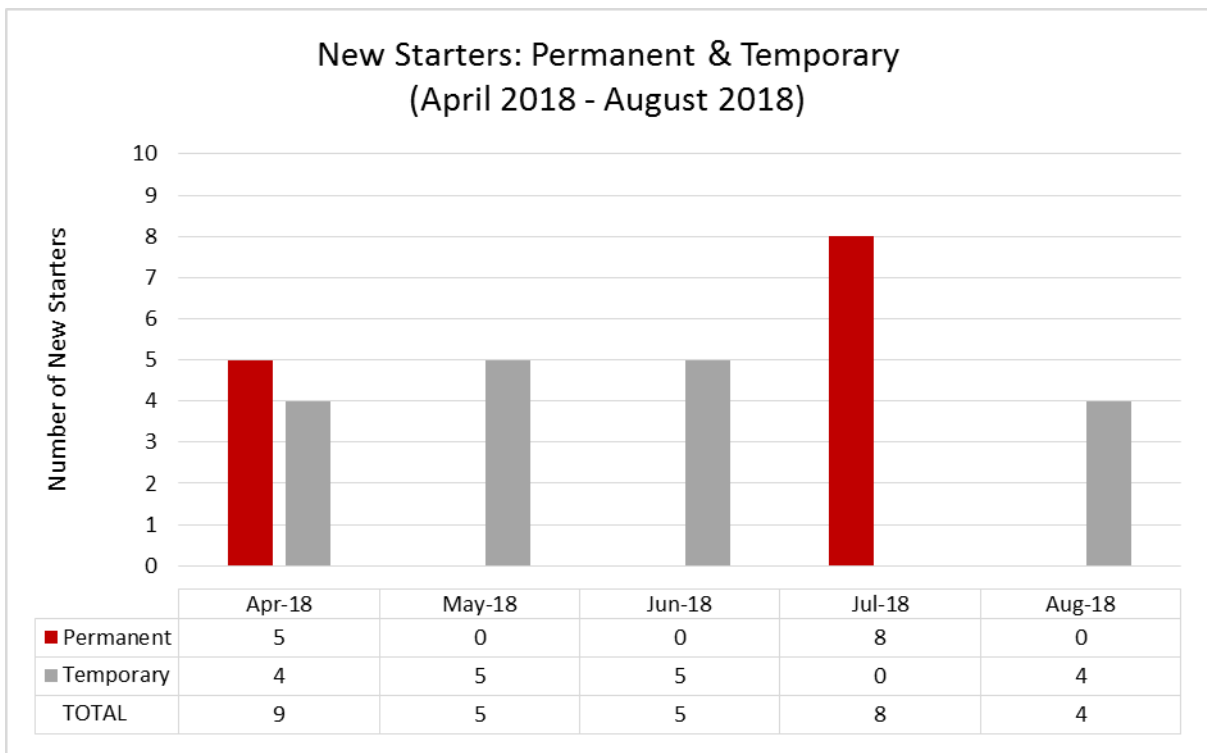


Table 4.6: Customer Service Access Permanent & Temporary New Starters April to August 2018

#### 4.3.4. New Starters (April 2017 – March 2018)

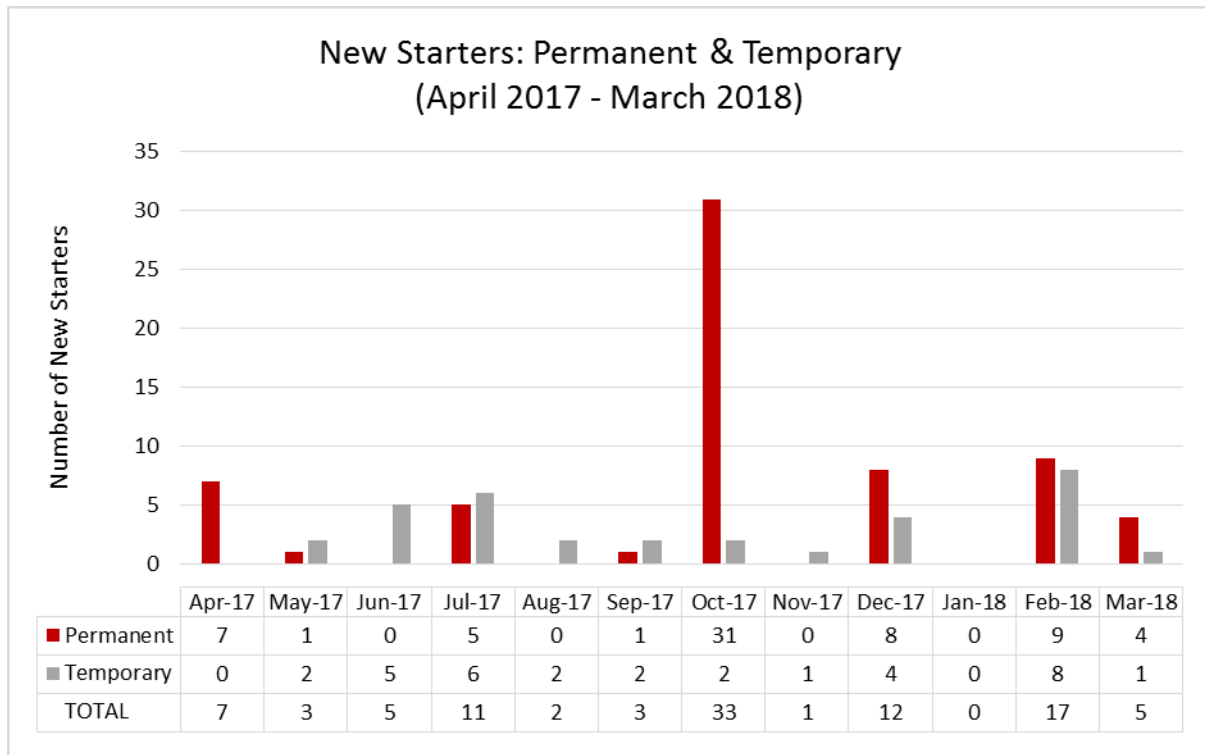


Table 4.7: Customer Service Access Permanent & Temporary New Starters April 2017 to March 2018

## 5. Savings

### 5.1. FTE & Savings Delivered 2015 - 18

Year	Savings resulting from	FTE reductions		Establishment at time of reduction		Budget Reduction	
		# per year	Cumulative	%	Cumulative	Amount	Cumulative
2015/16	Staffing Reduction	11	11	4.73%	4.73%	£241,000	£241,000
2016/17	Staffing Reduction	9.5	20.5	4.29%	9.02%	£234,000	£475,000
2017/18	Staffing Reduction	13.4	33.9	6.32%	15.34%	£269,000	£744,000
2018/19	Reduction in operating hours	9	42.9	4.72%	20.06%	£228,000	£972,000
2018/19	Restructure support functions	0.5	43.4	0.26%	20.32%	£13,000	£985,000
2018/19	Reception cover removal	1	44.4	0.53%	20.85%	£20,000	£1,005,000

Table 5.1: Customer Service Access FTE & Savings delivered between the period April 2015 – August 2018

\* The saving quoted includes a transfer of 2.50 FTE £58k to the Emergency Duty Team (EDT), the saving to the authority is 6.50 FTE £170k.

## 5.2. FTE & Savings Outstanding

Year	Savings resulting from	FTE reductions		Establishment as at 17/09/2018		Budget Reduction	
		# per year	Cumulative	%	Cumulative	Amount	Cumulative
2018/19	AskHR Self-Service	7	51.4	3.83%	24.68%	£174,000	£1,179,000
2019/20	Restructure support functions	2	53.4	1.05%	25.73%	£40,000	£1,219,000
2019/20	Telephony Automation	6	59.4	3.40%	29.13%	£118,000	£1,337,000
2019/20	Blended email implementation	3	62.4	1.73%	30.86%	£60,000	£1,397,000
2020/21	Telephony Automation Phase 2	2.75	65.15	1.61%	32.47%	£56,000	£1,453,000
2020/21	Self-Service Portal	7	72.15	4.27%	36.74%	£140,000	£1,593,000

Table 5.2: Customer Service Access FTE & Savings Outstanding

### Consultations

NA

### Implications

Over 90% of the Customer Access budget is made up of staffing costs, a reduction in this resource without reducing the work coming in will certainly have a negative impact on the customer experience. Customers will likely wait longer to connect calls and those who cannot wait will need to make multiple attempts to get through, increasing volumes and exacerbating this problem. This could increase complaints and damage the reputation of the authority.

### Risk management

Performance and customer experience will continue to be closely monitored with regards to the delivery of the saving challenges and the associated reduction of staff in the service.

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

#### List of Background Papers

Paper	Date	Contact/Tel
NA		

Reason for inclusion in Part II, if appropriate

NA



## Internal Scrutiny Committee

Meeting to be held on Friday, 16 November 2018

Electoral Division affected:  
(All Divisions);

## Household Waste Recycling Centres

Contact for further information:

Steve Scott, Tel: 01772 533755, Head of Service - Waste,  
steve.scott@lancashire.gov.uk

### Executive Summary

A review of the Household Waste Recycling Centre (HWRC) service has been conducted to consider operating efficiency and financial savings following its transfer back in-house in April 2018.

The purpose of this report is to provide information on a number of proposed changes as a result of this review in four key areas:

- Opening hours and days open
- Staffing levels
- Limiting or charging for non-household waste
- Cross border waste

### Recommendation

The Internal Scrutiny Committee is asked to consider the content of the report and to provide any comment for consideration in relation to this review.

## Background and Advice

The waste service has reviewed the council's HWRC service provision following its transfer back in-house in April 2018 with a view to achieving efficiencies and potential cost savings.

HWRC costs consist predominantly in three main areas. These are staff costs, transport and the cost of treating, processing or disposing of waste. Transport is delivered under contract by a third party. The contract only commenced in April and efficiency and cost factors were considered during procurement. The actual cost of treating, processing or disposing of waste is set by materials markets. In effect therefore the main areas where financial efficiencies can be achieved from the service, that haven't previously been put forward, is staff costs and either reducing the amount of waste delivered or charging for its handling - where it is not waste that we are statutorily obliged to accept free of charge.

On this basis the review assessed the following four main areas:

- Opening hours and days open
- Staffing levels
- Limiting or charging for non-household waste
- Cross border waste

The information in Table 1 provides a useful reference against which to consider the issues.

Table 1

<b>0 to 5,000 tonnes</b>		<b>5,000 to 9,000 tonnes</b>		<b>9,000 tonnes to 14,000</b>	
HWRC planned staffing level (weekdays, weekends)	Annual tonnage	HWRC planned staffing level (weekdays, weekends)	Annual tonnage	HWRC planned staffing level (weekdays, weekends)	Annual tonnage
Longridge (3,3)	2,859	Altham (3,4)	6,491	Preston (4,6)	9,697
Barnoldswick (3,3)	2,995	Skelmersdale (3,4)	6,678	Chorley (4,5)	10,579
Clitheroe (3,3)	3,440	Lytham (4,5)	8,242	Burnley (4,6)	11,148
Burscough (3,4)	4,507	Fleetwood (3,4)	8,369	Lancaster (5,6)	11,768
Carnforth (3,4)	4,527			Farington (5,7)	13,116
Haslingden (3,3)	4,536				

### Opening hours and days open

Current HWRC opening hours are:

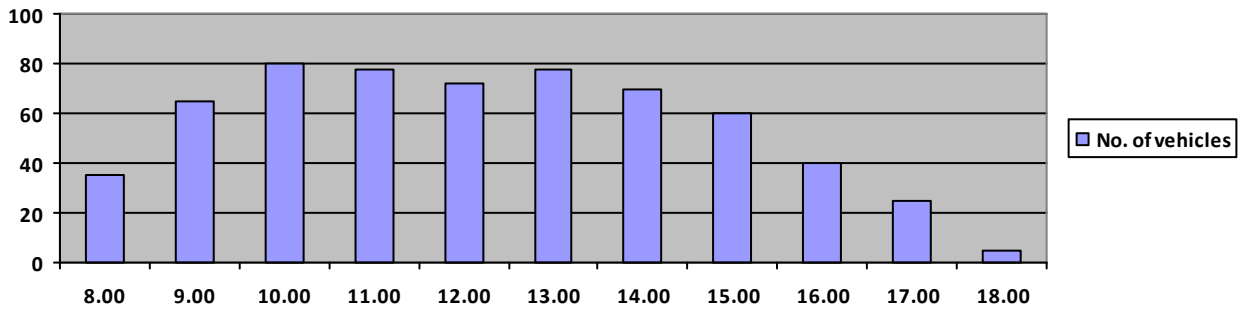
08:00 to 19:00 April – September

08:00 to 17:00 October – March

These hours are disproportionate in comparison to other authorities. In addition, they are inefficient financially as staff currently only work up to 4 days per week due to the total number of hours being worked in summer months. The result being that a greater overall number of staff are required to cover the service than would be necessary with lower fixed hours all year round. This brings additional cost associated with equipment, training and overheads. The current hours are also such that there is a greater reliance on casual staff than would otherwise be required.

Traffic data collected at each HWRC shows that visitor numbers are comparatively low between 8.00am and 9.00am and after 5.00pm. The graph below shows vehicle data for a mid-range tonnage HWRC (Fleetwood). This profile is typical across all facilities.





Fleetwood HWRC – Average daily vehicle numbers (June/July)

The typical weekly hours for the majority of staff is 40 hours over a 4 day week. The most efficient opening hours for the facility without impacting staff hours would therefore be to open 8 hours per day thus facilitating a 40 hour week over 5 days.

On this basis, and given the demonstrably reduced usage during the peripheral hours, the review recommends that opening hours are changed to 9.00am to 5.00pm throughout the year.

In terms of the days HWRCs open there are numerous combinations and options but in essence 5 day opening would be the most efficient given that this would facilitate the lowest number of staff required. However, there are concerns that on busier HWRCs, this may lead to congestion and ultimately reduce the amount of recycling activity, potentially counteracting any saving made from reduced opening.

On quieter centres it is considered that 5 day opening could be achieved with minimal impact on operations. The council has operated some HWRCs on the basis of 4 day opening in the past. The review concluded therefore that all facilities that receive on average less than 5000 tonnes per annum should be changed to 5 day opening.

This would involve the following facilities:

- Longridge
- Barnoldswick
- Clitheroe
- Burscough
- Carnforth
- Haslingden

In addition, it is considered that Skelmersdale HWRC should also be open 5 days on the basis that there are two facilities in the district of West Lancashire and the two facilities are relatively close to each other. The majority of Lancashire's districts only have one facility. The days that Skelmersdale and Burscough close should be staggered such that West Lancashire district has a HWRC available 7 days per week.

## Staffing levels

The current planned staffing level on each facility is provided in Table 1.

For safety purposes the minimum number of staff operating a HWRC at any given time must be two. To allow for potential absences the minimum planned staffing level is generally three.

In the first instance wholesale reductions in staffing levels were not considered due to the potential to impact on recycling levels. The review assessed each facility on the basis of tonnage received and the ratio of staff to the average number of vehicles visiting the facility. In general it was considered that the majority of staffing levels were appropriate but some inconsistencies were highlighted.

The review suggested that the provision of 4 staff at Burscough and Carnforth at weekend should be reduced to 3 on the basis that the ratio of vehicles to staff at weekend does not warrant an increase from weekdays. Similarly at Preston HWRC that the provision of 6 staff be reduced to 5 on the basis that the increase in visitors at weekend warrant one rather than two additional staff.

In terms of Lytham HWRC, the basis of current staffing provision seems inconsistent with both tonnages and vehicle numbers and the reason for this is unknown. For consistency it is recommended that both weekday and weekend provision is reduced by one at Lytham to provide 3 on weekdays and 4 at weekends.

## Limiting or charging for non-household wastes

There are some waste types that are accepted at the HWRCs which are not deemed to be household waste and therefore there is no obligation on the council to accept them. The most significant ones being tyres and gas bottles. Our research showed that many other authorities do charge for these and there are a wide range of different rates and means of doing so.

Around 23,000 tyres are delivered to HWRCs per annum and these currently cost around £0.90 per tyre to process. To recover the cost of processing would realise income of around £21,700.

We currently accept about 7000 gas bottles per annum. The cost of disposing of these varies by the type of bottle with some being collected free of charge. As such there could be dispute as to whether charges could lawfully be applied to these, and any charging scheme for specific gas bottles would be extremely difficult to administer.

Along with any opportunity to limit the amount of these wastes that householders can deliver to HWRCs both of the above options are likely to carry significant administrative burden. More importantly, management of delivery of these wastes on the HWRC would detract from the other duties of site staff; at a time when the facilities may be becoming busier due to reduced opening.

There is a risk that this may result in a reduction in the amount of waste recycled at the facilities, the cost of which could negate any saving made from limiting or charging for the tyres or gas bottles. On this basis, following review, it is not recommended that any additional limiting or charging options are introduced at this time.

### Cross border waste

A number of the HWRCs often receive waste from householders who live outside Lancashire. This has been exacerbated in recent years as neighbouring authorities have implemented reduced opening and site closures. For example, vehicle numbers at Fleetwood on a Thursday, when neighbouring Blackpool's facility at Bispham is closed, demonstrate an average 10% increase in visitors in comparison to other weekdays. That is the equivalent of around 60 additional vehicles.

Recent survey work suggests that around 11% of the waste delivered to Chorley HWRC originates from outside Lancashire; with the reduced opening of HWRCs in Wigan being notable. The annual cost of transporting and disposing of waste from Chorley is in excess of £600,000 per annum.

Previous surveys have indicated that around a third of all of the waste at the Carnforth HWRC comes from addresses in Cumbria. However, we also know that other authorities, Blackburn and Merseyside for example, have concerns about Lancashire residents using their facilities.

Preventing cross border waste is notoriously cumbersome. Some authorities use automated number plate recognition systems, some have permit/registration schemes and others simply rely on asking for evidence of address. However, these are all time consuming and can lead to congestion. They are also deeply unpopular with residents. Furthermore, some of our HWRCs simply do not lend themselves to some of the options due to access restrictions.

Due to the complexity of the issue of cross border waste, and options for preventing it, robust survey information needs to be gathered over a prolonged period. More detailed consideration and understanding of the potential financial impacts of cross border waste and a separate review of the options for, and costs of, preventing it is required before recommendations can be made.

### Summary

In summary, a number of changes are proposed including the change of all HWRC opening hours to 9.00am to 5.00pm all year round and reducing the operation of 7 (of the 15) HWRCs to 5 days per week. For consistency across the service a small reduction in staff numbers is proposed on 4 HWRCs. These proposals will provide a saving on staffing costs of £734,000.

Due to the relatively small savings available, and the implications of delivery, it is not recommended that any additional limiting of, or charging for, non-household wastes is introduced.

The issue of cross border waste has been considered but needs more robust data to be obtained over a prolonged period, and subsequent detailed financial analysis, before recommendations in this respect can be made.

### **Consultations**

N/A

Note: Consultation with public, staff and unions will take place as part of the decision making process.

### **Implications**

This item has the following implications, as indicated:

#### **Financial**

The service changes outlined in the report are expected to provide a salary saving of £734,000 and the saving is included in the service challenge proposals.

#### **Risk management**

Financial - The proposals are subject to consultation with public, staff and unions. Equality impact assessments will be required.

Staffing – Current staffing numbers suggest that there are around 90 contracted staff (who work a mix of 2, 3 or 4 days) and 30 contracted casual staff. It is anticipated that delivery of the service on the proposed basis would require 74 staff with the possibility of up to an additional 10 FTE to cover absences. There is therefore the potential for redundancies as a result of the recommended changes.

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

Paper	Date	Contact/Tel
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N/A

## Internal Scrutiny Committee

Meeting to be held on Friday, 16 November 2018

Electoral Division affected:  
(All Divisions);

## Task and Finish Group Request - External Scrutiny Committee

(Appendix A refers)

Contact for further information:

Gary Halsall, Tel: (01772) 536989, Senior Democratic Services Officer (Overview and Scrutiny), gary.halsall@lancashire.gov.uk

### Executive Summary

This report sets out the request from the External Scrutiny Committee for a task and finish group to be established on strengthening flood prevention and preparedness in Lancashire.

### Recommendation

The Internal Scrutiny Committee is recommended to approve the task and finish group request.

### Background and Advice

The Full Council, at its meeting on 24 May 2018, agreed the terms of reference for the Overview and Scrutiny Committees for the municipal year 2018/19. Part of the terms of reference for the Internal Scrutiny Committee is to consider requests from the other Overview and Scrutiny Committees on the establishment of task and finish groups.

A request has been received from the External Scrutiny Committee to establish a task and finish group on strengthening flood prevention and preparedness in Lancashire. The request which is set out at Appendix 'A' was presented and considered by the External Scrutiny Committee at its meeting held on 16 October 2018. At that meeting requests to expand the remit of the group's review were made in relation to the following points:

- Sustainable Urban Drainage Systems (SuDS);
- Alley gates and gully cleaning;
- Contingency funds from developers; and
- Road closures.

It's worth noting that the scope of the group's review will be determined by itself at its first meeting.

There was a consensus that County Councillor Erica Lewis be appointed as Chair of the task and finish group.

The Internal Scrutiny Committee is recommended to approve the task and finish group request.

**Consultations**

N/A

**Implications:**

This item has the following implications, as indicated:

**Risk management**

This report has no significant risk implications.

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

**List of Background Papers**

Paper	Date	Contact/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A

## Task and Finish Group Request Form

<b>Date: 3 Oct 18</b>	<b>Requested by: County Councillor Erica Lewis</b>
<b>Chair: CC Ed Nash psc</b>	
<b>Title: Strengthening Flood Prevention and Preparedness in Lancashire</b>	

<b>Purpose of the task and finish group</b>	<p>The purpose of this task and finish group is to bring together the expertise of all flood risk management authorities, local flood and emergency response groups, and residents to better understand how the County Council as Lead Local Flood Authority and all other flood risk management authorities can better support residents to:</p> <ul style="list-style-type: none"> <li>- be prepared for flooding;</li> <li>- respond to flooding;</li> <li>- recover from flooding; and</li> <li>- understand what we can do together to reduce flood risk.</li> </ul> <p>Across Lancashire there are approximately 40 community based flood action groups. Some have been active for years and are well progressed in their understanding of local flooding mechanisms and the work that is needed to reduce flood risk and prepare the community so it is ready to respond and recover should a flood event happen. Other groups are much newer, but learning fast. There is as yet, no mechanism for these groups to share what they have learnt, or to represent their collective insights to Lancashire County Council and County Councillors.</p> <p>Initial inquiries with the Deputy Leader of the Council, the Cabinet Member for Highways and Transport, flood risk management authorities and flood groups are keen for this task group to be formed. There has been some initial consultation on the scope of this review, but further work would be welcome before the terms of reference are finalised.</p> <p style="text-align: right;">Continued...</p>
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<p><b>Initial outcomes identified</b></p>	<p>Identify specific recommendations and actions that could enable residents and communities to:</p> <ul style="list-style-type: none"><li>- be prepared for flooding</li><li>- respond to flooding</li><li>- recover from flooding</li></ul> <p>and</p> <ul style="list-style-type: none"><li>- identify where councillor involvement and county council leadership could contribute to policy changes that would reduce flood risk.</li></ul>
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## Internal Scrutiny Committee

Meeting to be held on Friday, 16 November 2018

Electoral Division affected:  
(All Divisions);

## Work Programme 2018/19

(Appendices 'A' to 'E' refer)

Contact for further information:

Samantha Parker, Tel: 01772538221, Senior Democratic Services Officer,

sam.parker@lancashire.gov.uk

### Executive Summary

The work programme for the Internal Scrutiny Committee is attached at Appendix 'A'.

The topics included were identified at the work planning workshop held on 2 July 2018.

### Recommendation

The Internal Scrutiny Committee is asked to:

- i. Note and comment on the report and work programme;
- ii. Consider topics not yet scheduled;
- iii. Discuss and confirm any further topics required and reasons for scrutiny.

### Background and Advice

A statement of the work to be undertaken and considered by the Internal Scrutiny Committee for the 2018/19 municipal year is set out at Appendix 'A'.

The work programme will be presented to each meeting for consideration.

The new work programme includes topics to be discussed at committee meetings, events, task groups, rapporteur work, briefing notes and training for members. Also included are a number of items not yet scheduled for members to consider.

Members are requested to note and comment on the report, consider topics not yet scheduled and to discuss and confirm any further topics.

In addition, the Committee are requested to note and comment on the work programme included for all other Scrutiny Committees as set out in Appendices 'B' through to 'E' (Children's Services, Education, External Services and Health).

## **Consultations**

NA

## **Implications:**

This item has the following implications, as indicated:

## **Risk management**

This report has no significant risk implications.

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

Paper	Date	Contact/Tel
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NA

Reason for inclusion in Part II, if appropriate

NA

## Internal Scrutiny Committee Work Programme 2018/19

The Internal Scrutiny Committee Work Programme details the planned activity to be undertaken over the forthcoming municipal year through scheduled Committee meetings, task group, events, training and through use of the 'rapporteur' model.

The items on the work programme are determined by the Committee following the work programming session at the start of the municipal year in line with the Overview and Scrutiny Committees terms of reference detailed in the County Councils Constitution. This includes provision for the rights of County Councillors to ask for any matter to be considered by the Committee or to call-in decisions.

Coordination of the work programme activity is undertaken by the Chair and Deputy Chair of all of the Scrutiny Committees to avoid potential duplication.

In addition to the terms of reference outlined in the [Constitution](#) (Part 2 Article 5) for all Overview and Scrutiny Committees, the Internal Scrutiny Committee will:

- Determine which Overview and Scrutiny Committee considers a matter where this is not clear.
- Receive for approval requests from the other Overview and Scrutiny Committees to establish task groups and/or other working groups
- Receive for approval requests from the other Overview and Scrutiny Committees to establish as necessary joint working arrangements with district councils and other neighbouring authorities
- Review and scrutinise all services provided by the authority, unless specifically covered by the terms of reference of another Overview and Scrutiny Committee
- Consider matters relating to the general effectiveness and development of Overview and Scrutiny in the authority including training for County Councillors and Co-optees
- Recommend the Full Council to co-opt on to a Committee persons with appropriate expertise, without voting rights
- Establish arrangements for the scrutiny of member development, and receive reports from the Member Development Working Group

The Work Programme will be submitted to and agreed by the Scrutiny Committees at each meeting and will be published with each agenda.

The dates are indicative of when the Internal Scrutiny Committee will review the item, however they may need to be rescheduled and new items added as required.

Topic	Scrutiny Purpose (objectives, initial outcomes)	Scrutiny Method	Lead Officers/ Organisation	Proposed Date(s)	Recommendations	Progress
Meeting						
Lancashire Highways – Pothole repairs update	Update on progress around Lancashire on repairs to potholes including impact of the extra funding to support this work.	Committee meeting	Harvey Danson/ Rob Wilson/ Ridwan Musa/ Paul Binks/ Phil Barrett/ CC Keith Iddon	20 July 2018	The content of the report presented be noted.	NA
Highways Winter Service Plan Update	Update on plans including lessons learnt from 2017/18, winter gritting and assessment process for new grit bins. Also information on process for new housing developments and impact on service.	Committee meeting	Harvey Danson/ Rob Wilson/ Ridwan Musa/ Paul Binks/ Phil Barrett/ CC Keith Iddon CC Joe Cooney	20 July 2018	<p>The task and finish group relating to grit bin assessment and provision is currently in progress and will report back to the service be noted.</p> <p>The treatment intervention level proposal be reviewed by the Grit Bin task and finish group.</p> <p>Legal advice be sought on the gritter tracking system and twitter feed.</p>	

Topic	Scrutiny Purpose (objectives, initial outcomes)	Scrutiny Method	Lead Officers/ Organisation	Proposed Date(s)	Recommendations	Progress
Lancashire Parking Services	Information to members on current issues around parking enforcement particularly in villages and schools. Parking services transition from district to county.	Committee meeting	Peter Bell	21 September 2018	Information on the pilot scheme and any new parking schemes be circulated to members when available.  The Lancashire parking services report and presentation be circulated to all county councillors.	
Winter Gritting Service – Grit Bin Provision Task Group	Final report of the task group	Committee meeting	CC Joe Cooney	21 September 2018	An additional recommendation on engaging external contractors for treating secondary routes be added to the report.  Responses from the Cabinet Member for Highways and Transport be presented to the Internal Scrutiny Committee at an appropriate scheduled meeting.	
Customer Access Service	Update to members on any impact of budget savings agreed.	Committee meeting	Sarah Jenkins/ CC Peter Buckley	16 November 2018		

Topic	Scrutiny Purpose (objectives, initial outcomes)	Scrutiny Method	Lead Officers/ Organisation	Proposed Date(s)	Recommendations	Progress
	Update on improvements to the service particularly around telephone response times.					
Household Waste Recycling Centres (HWRC)	Update to committee following the review of the service in September.	Committee meeting	Steve Scott/ CC Albert Atkinson	16 November 2018		
Winter Gritting Service – Grit Bin Provision Task Group	Initial response to the report recommendations	Committee meeting	Phil Durnell	16 November 2018		
Budget savings update	Update on budget savings impact on services identified in January 2018	Committee meeting	TBC	18 January 2019		
Local Government Funding and Income Generation Task Group	Further update to committee on progress of recommendations	Committee meeting	TBC	18 January 2019		
Blue Badges	Impact following changes to legislation.	Committee meeting	Sarah Jenkins/ CC Peter Buckley	15 March 2019		
Task Group						

Topic	Scrutiny Purpose (objectives, initial outcomes)	Scrutiny Method	Lead Officers/ Organisation	Proposed Date(s)	Recommendations	Progress
'Does Local Government Work for Women'	Task group agreed through Full Council	Task Group	CC Erica Lewis	TBC - ongoing		
Grit Bin Placement Review	Task group agreed through Internal Scrutiny Committee	Task Group	CC Joe Cooney	Completed	Initial response to Committee in November	
Single Use Plastics	Task group agreed through Full Council	Task Group	CC Gina Dowding	TBC - ongoing		
Schools Causing Concern	Task group requested through Education Scrutiny Committee	Task Group	TBC	TBC		
<b>Bite Size Briefing</b>						
Countryside Matters	Information to members on overview of the range of services provided including list of LCC sites	Bite size briefing for members	Andrew Mullaney/ CC Albert Atkinson	26 November 2018		
Update on Planning Matters	Information to members on changes to legislation and impact.	Bite size briefing for members	Andrew Mullaney/ CC Michael Green	TBC		
Lancashire Parking Services	Information to all members around parking services and enforcement across Lancashire	Bite size briefing	Peter Bell	13 March 2019		
<b>Briefing Note</b>						
Planning Controls	Enforcement of planning controls including information on public perception.	Briefing note for members	Andrew Mullaney	November 2018		

Topic	Scrutiny Purpose (objectives, initial outcomes)	Scrutiny Method	Lead Officers/ Organisation	Proposed Date(s)	Recommendations	Progress
Street Lighting	Update on service timescales on publically reported faults plus energy spend update.	Briefing note for members	TBC	October 2018		
Member Grants, CGF and LIF	Impact on third sector and community organisations in relation to the withdrawal of funding	Briefing note for members	TBC	November 2018		
Highway Verges	Monitoring and impact of additional funding. Information on different responsibilities of the county council and boroughs. Environmental versus safety Policy around trees on verges and type of trees planted (in relation to roots)	Briefing note for members	Ridwan Musa	November 2018		
<b>Topics not yet scheduled</b>						
Residual Waste	Potential opportunity for more savings which could reduce the impact to some services and areas of concern for residents	TBC	TBC	TBC		
Conservation and Collection Team	Would savings maintain current team and increase its activity and work more effectively and commercially – consultation due Oct/Nov 2018	TBC	TBC	TBC		



<b>Topic</b>	<b>Scrutiny Purpose</b> (objectives, initial outcomes)	<b>Scrutiny Method</b>	<b>Lead Officers/ Organisation</b>	<b>Proposed Date(s)</b>	<b>Recommendations</b>	<b>Progress</b>
Community Transport	Impact of the budget savings – consultation June 2018	TBC	TBC	TBC		
Vacancies	How vacancies were being addressed and cost of agency and consultancy staff	TBC	TBC	TBC		
Budget Early Intervention and Prevention	Are the additional savings identified making savings or diverting costs elsewhere	TBC	TBC	TBC		
Waste Arisings	1% target reduction in waste arisings. Impact on resources within the service for delivery of the option	TBC	TBC	TBC		



## Children's Services Scrutiny Committee Work Programme 2018/19

The Children's Services Scrutiny Committee Work Programme details the planned activity to be undertaken over the forthcoming municipal year through scheduled Committee meetings, task group, events and through use of the 'rapporteur' model.

The items on the work programme are determined by the Committee following the work programming session at the start of the municipal year in line with the Overview and Scrutiny Committees terms of reference detailed in the County Councils Constitution. This includes provision for the rights of County Councillors to ask for any matter to be considered by the Committee or to call-in decisions.

Coordination of the work programme activity is undertaken by the Chair and Deputy Chair of all of the Scrutiny Committees to avoid potential duplication.

In addition to the terms of reference outlined in the [Constitution](#) (Part 2 Article 5) for all Overview and Scrutiny Committees, the Children's Services Scrutiny Committee will:

- Scrutinise matters relating to services for Children and Young People delivered by the authority and other relevant partners
- Review and scrutinise any matter relating to the planning, provision and operation of the health service in the area and make reports and recommendations to NHS bodies as appropriate
- Invite interested parties when reviewing any matter relating to the planning, provision and operation of the health service in the area, to comment on the matter and take account of relevant information available, particularly that provided by the Local Healthwatch
- Review and scrutinise any local services planned or provided by other agencies which contribute towards the health improvement and the reduction of health inequalities in Lancashire and to make recommendations to those agencies, as appropriate
- Take steps to reach agreement with NHS body, in the case of contested NHS proposals for substantial service changes
- Refer a matter to the relevant Secretary of State in the case of contested NHS proposals for substantial service changes where agreement cannot be reached with the NHS
- Refer to the relevant Secretary of State any NHS proposal which the Committee feels has been the subject of inadequate consultation

- Scrutinise the social care services provided or commissioned by NHS bodies exercising local authority functions under Section 31 of the Health Act 1999
- Draw up a forward programme of health scrutiny in consultation with other local authorities, NHS partners, the Local Healthwatch and other key stakeholders
- Acknowledge within 20 working days to referrals on relevant matters from the Local Healthwatch or Local Healthwatch contractor, and to keep the referrer informed of any action taken in relation to the matter
- Require the Chief Executives of local NHS bodies to attend before the Committee to answer questions, and to invite the chairs and non-executive directors of local NHS bodies to appear before the Committee to give evidence
- Invite any officer of any NHS body to attend before the Committee to answer questions or give evidence

The Work Programme will be submitted to and agreed by the Scrutiny Committees at each meeting and will be published with each agenda.

The dates are indicative of when the Children's Services Scrutiny Committee will review the item, however they may need to be rescheduled and new items added as required.

Topic	Scrutiny Purpose (objectives, initial outcomes)	Scrutiny Method	Lead Officers/ Organisation	Proposed Date(s)	Recommendations	Progress
<b>Meeting</b>						
SEND – Lancashire Parent Carer Forum	Progress on the establishment of the Lancashire Parent Carer Forum	Meeting	Sophie Valinakis Catherine Ratcliffe (Contact)	4 July 2018	<p>A letter be sent from the Chair of the Committee to the Regional Manager at Contact with a copy to the Department for Education highlighting the concerns raised on the progress in Lancashire on the establishment of a Lancashire Parent Carer Forum.</p> <p>An action plan be drafted on delivery and timescales by Contact.</p> <p>A further update on progress from Contact be provided to the Committee later in the autumn.</p> <p>Members attend engagement events in their areas and report back to the Committee.</p>	Response received. Update to be presented at December meeting
Ofsted Report	To receive report and to discuss any further items to be included in the work programme	Meeting	Sally Allen	10 October 2018		

## Appendix B

Children's Health	Overview of current challenges across Lancashire	Meeting	Clare Platt Judith Gault Karen Gosling CC Shaun Turner	10 October 2018		
Task Group Report	Receive the Supporting Pupils at School with Medical Conditions task group report	Meeting	CC Ian Brown	5 December 2018		
Children's Partnership Board	Update following review	Meeting	Dave Carr	5 December 2018		
Child and Family Wellbeing Service	Service provision update following outcome of consultation on budget saving proposal.  Report from Cllr Brunskill – mobile resources	Meeting	Debbie Duffell Cllr Stella Brunskill	5 December 2018		
Lancashire Parent Carer Forum	Progress of forum establishment and engagement with parents	Meeting	Contact David Graham Sophie Valinakis	5 December 2018		

0-19 Healthy Child Programme	Issues contributing to the court judgement on the procurement process	Meeting	TBC	TBC		
Children's Health Update	Update on programmes/projects discussed at October meeting	Meeting	Clare Platt Sakthi Karunanithi	17 April 2019		
<b>Inquiry Day</b>						
SEND (joint Education and Children's Services)	Social skills/connections between YOT and teen suicide Transition from primary to high school	Inquiry Day	David Graham	TBC		
<b>Task Group</b>						
Teenage Suicide	TBC	Task Group	TBC	TBC		
<b>Rapporteur</b>						
Children and Family Wellbeing	Mobile resources to challenge pockets of deprivation and rural isolation	Rapporteur	Cllr Stella Brunskill	November 2018		
<b>Bite Size Briefing</b>						
Online Safeguarding	Overview of training provided by LSCB	Bite Size Briefing	LSCB	27 February 2019		
Ofsted report	Overview of report detail	Bite Size Briefing	Amanda Hatton	4 October 2018	NA	Completed

Risk Sensible Model	Overview of training provided by LSCB	Bite Size Briefing	LSCB	11 December 18		
Domestic Abuse Perpetrator Programme	Overview of programme	Bite Size Briefing	Debbie Thompson	13 March 19		
<b>Briefing Note</b>						
Secure units	Update following inspection and recommendation from Cabinet	Briefing Note	TBC	November 2018		
Children's Social Care	New models of delivery following overspend	Briefing Note	TBC/Neil Kissock	November 2018		
YOT	Budget savings proposal	Briefing Note	Barbara Bath	November 2018		
SCAYT+	Budget savings proposal	Briefing Note	TBC	November 2018		
Domestic Abuse	Update following conclusion of the cabinet working group	Briefing Note	John Readman CC Williamson	TBC		
National Troubled Families Programme	Update on data system and recruitment	Briefing Note	Debbie Duffell	November 2018	NA	Completed
Children Looked After	Breakdown of Lancashire children looked after placed outside of Lancashire	Briefing Note	Sally Allen	TBC		
Forced Marriage	Annual briefing note	Briefing Note	TBC	TBC		



Additional potential topics:

- Improvement Plan progress
- Corporate Parenting Strategy and Local Offer
- Neglect – strategy review
- Workforce strategy and impact
- Social Work Academy and Leadership Academy
- Oral Health
- Childhood obesity
- Mental health
- Road safety
- Teenage pregnancy
- Total Neighbourhood programme



## Education Scrutiny Committee Work Programme 2018/19

The Education Scrutiny Committee Work Programme details the planned activity to be undertaken over the forthcoming municipal year through scheduled Committee meetings, task group, events and through use of the 'rapporteur' model.

The items on the work programme are determined by the Committee following the work programming session at the start of the municipal year in line with the Overview and Scrutiny Committees terms of reference detailed in the County Councils Constitution. This includes provision for the rights of County Councillors to ask for any matter to be considered by the Committee or to call-in decisions.

Coordination of the work programme activity is undertaken by the Chair and Deputy Chair of all of the Scrutiny Committees to avoid potential duplication.

In addition to the terms of reference outlined in the [Constitution](#) (Part 2 Article 5) for all Overview and Scrutiny Committees, the Education Scrutiny Committee will:

- Scrutinise matters relating to education delivered by the authority and other relevant partners
- Fulfil all the statutory functions of an Overview and Scrutiny Committee as they relate to education functions of a Children's Services Authority

The Work Programme will be submitted to and agreed by the Scrutiny Committees at each meeting and will be published with each agenda.

The dates are indicative of when the Education Scrutiny Committee will review the item, however they may need to be rescheduled and new items added as required.

Topic	Scrutiny Purpose (objectives, initial outcomes)	Scrutiny Method	Lead Officers/ Organisation	Proposed Date(s)	Recommendations	Progress
Meeting						
Maintained Nursery Schools	Financial situation facing nursery school provision	Meeting	Helen Belbin Andrew Good Nursery Headteacher	25 June 2018	The outcome of the nursery task group be reported back to the Committee in November.	
SEN Attainment	Update from the joint meeting around initiatives to support progress	Meeting	Steve Belbin	25 June 2018	Report noted. No further recommendations.	
Schools causing concern	Impact on services involved in support schools causing concern	Meeting	Debbie Ormerod Steve Belbin Mel Ormesher Steph Rhodes	10 September 2018	<ol style="list-style-type: none"> <li>1. Formation of a task group looking at school improvement for schools facing challenges.</li> <li>2. Further consideration be given to potential targeted support from local councillors with officers for under-subscribed schools or where there were signs a school may be having difficulties.</li> <li>3. An annual report come to the Education Scrutiny Committee on school admissions and schools causing concern.</li> </ol>	

School Budgets	Funding issues and impact on schools, staffing needs/support systems to share good practice	Meeting	Andrew Good Helen Belbin Steve Belbin	6 December 2018		
Maintained Nursery Provision	Update following conclusion of task group work	Meeting	Andrew Good Steve Belbin Helen Belbin	6 December 2018		
School Governors	Skills, training, financial challenges facing schools, recruitment	Meeting	LASGB Ajay Sethi Margaret Scrivens	6 December 2018		
Lancashire Schools Attainment	Standards of achievement in Lancashire Schools	Meeting	Steve Belbin	29 January 2019		
School attendance	Missing from home and education Elective Home Education	Meeting	Frances Molloy	26 March 2019		
Permanent Exclusions in Lancashire Schools	Review of permanent exclusions in Lancashire	Meeting	Steve Belbin	TBC		
EY Education	Overview of provision across Lancashire	Meeting	TBC	TBC		

SEND Transport Policy	Review of policy	Meeting	TBC	TBC		
<b>Inquiry Day</b>						
SEND (joint Education and Children's Services)	Social skills/connections between YOT and teen suicide Transition from primary to high school	Inquiry Day	David Graham	TBC		
<b>Bite Size Briefing</b>						
Online Safeguarding	Overview from training provided by LSCB	Bite Size Briefing	LSCB	27 February 2019		
School Admissions	Overview of code and legislation	Bite Size Briefing	Debbie Ormerod	10 September 2018		Completed
Ofsted report	Overview of report detail	Bite Size Briefing	Amanda Hatton	4 Oct 2018		Completed
Education update	Update on changes to the education landscape	Bite Size Briefing	Steve Belbin	TBC		
<b>Briefing Note</b>						

Pupil tracking	From primary to secondary faith schools	Briefing Note	Steve Belbin	November 2018		
Summer Born Policy	Overview of policy and process in place	Briefing Note	Debbie Ormerod	November 2018		
Attainment	Provisional key stage attainment	Briefing Note	Steve Belbin	December 2018		
Lancashire Key Stage 4 Performance	Update on attainment levels at key stage 4	Briefing Note/Meeting	Steve Belbin	December 2018/January 2019		
Attainment CLA	Progress of attainment levels for children looked after	Briefing Note/Meeting	Audrey Swann	TBC		
<b>Rapporteur</b>						
Online Safeguarding	TBC – after BSB date confirmed	Rapporteur	John Withington	TBC		





## External Scrutiny Committee Work Programme 2018/19

The External Scrutiny Committee Work Programme details the planned activity to be undertaken over the forthcoming municipal year through scheduled or extraordinary Committee meetings, task group, events and through use of the 'rapporteur' model.

The items on the work programme are determined by the Committee following the work programming session at the start of the municipal year in line with the Overview and Scrutiny Committees terms of reference detailed in the County Council's Constitution. This includes provision for the rights of County Councillors to ask for any matter to be considered by the Committee or to call-in decisions.

Coordination of the work programme activity is undertaken by the Chair and Deputy Chair of all of the Scrutiny Committees to avoid potential duplication.

In addition to the terms of reference outlined in the [Constitution](#) (Part 2 Article 5) for all Overview and Scrutiny Committees, the External Scrutiny Committee will:

1. Review and scrutinise issues, services or activities carried out by external organisations including public bodies, the voluntary and private sectors, partnerships and traded services which affect Lancashire or its inhabitants, and to make recommendations to the Full Council, Cabinet, Cabinet Members, Cabinet Committees or external organisations as appropriate.
2. Review and scrutinise the operation of the Crime and Disorder Reduction Partnership in Lancashire in accordance with the Police and Justice Act 2006 and make reports and recommendations to the responsible bodies as appropriate
3. In connection with 2. above, to require an officer or employee of any of the responsible bodies to attend before the Committee to answer questions
4. Co-opt additional members in accordance with the Police and Justice Act 2006 if required, and to determine whether those co-opted members should be voting or non-voting
5. Review and scrutinise the exercise by risk management authorities of flood risk management functions or coastal erosion risk management functions which may affect the local authority's area

The Work Programme will be submitted to and agreed by the Scrutiny Committees at each meeting and will be published with each agenda.

The dates are indicative of when the External Scrutiny Committee will review the item, however they may need to be rescheduled and new items added as required.

Topic	Scrutiny Purpose (objectives, evidence, initial outcomes)	Initial Scrutiny Method	Lead Officers/organisations	Proposed Date(s)	Recommendations	Progress
Flood Risk Management	Partnership working	Committee	United Utilities	June		
Community Safety Partnerships	Lancashire Community Safety Agreement - Either; 1. <b>Prevent</b> ; 2. Serious Harm Reduction Strategy; 3. Pan-Lancashire Domestic Abuse Strategy; or 4. Towards Zero Lancashire: Road Safety Strategy for Lancashire.	Committee	LCC	October	1. All County Councillors be urged to undertake Prevent Duty training; and 2. The Cabinet Member for Community and Cultural Services consider the allocation of a small budget to fund Prevent Duty project work.	Response due by 18 December 2018
Community Safety Partnerships	Strategic Assessment – overview report	Committee	Debbie Thompson and Clare Platt, LCC	January 2019		
Transport for the North (TfN)	Strategic Transport Plan	Committee	TfN and Network Rail?	January 2019		

Topic	Scrutiny Purpose (objectives, evidence, initial outcomes)	Initial Scrutiny Method	Lead Officers/organisations	Proposed Date(s)	Recommendations	Progress
Lancashire Enterprise Partnership (LEP)	tbc	Committee	Martin Kelly?	Spring 2019		
Energy	Renewable and alternative energies – a vision for Lancashire. How are they coming together? How the Council might engage and support with different projects and companies, and how the council might focus and coordinate its own activities to best engage, lead and support them.	Scrutiny Inquiry Day/Committee	British Gas, Electricity North West, Lancashire Energy HQ, Natural Energy Wyre, Halite Energy, Ecotricity	Winter/spring 2019		
Advanced Manufacturing	Impact of Brexit	Rapporteur (CC C Crompton)	North West Aerospace Alliance, BAE, UCLAN Engineering Innovation Centre (EIC)	-		
Homes England	Unlocking brownfield sites across Lancashire	Rapporteur (CC A Ali)	Homes England	-		
Governance of Police and Fire and Rescue	Formulate recommendations on the local business plan and respond to public consultation	Committee	Police and Crime Commissioner, Chief Constable, Chief Fire Officer, Fire Brigades Union, Chair of	July/Sept (extraordinary meeting tbc)	N/A	Complete – no longer proceeding with changes to

Topic	Scrutiny Purpose (objectives, evidence, initial outcomes)	Initial Scrutiny Method	Lead Officers/organisations	Proposed Date(s)	Recommendations	Progress
Services in Lancashire			Lancashire Fire Authority			fire governance at this time

Additional suggestions:

- Flood Risk Management - partnership working and the Environment Agency (2019)
- Scrutiny Inquiry Day on Natural Flood Risk Management
- Non-crime

Bite size briefings:

- Universal Credit – CC G Oliver rapporteur

## Health Scrutiny Committee Work Programme 2018/19

The Health Scrutiny Committee Work Programme details the planned activity to be undertaken over the forthcoming municipal year through scheduled Committee meetings, task group, events and through use of the 'rapporteur' model.

The items on the work programme are determined by the Committee following the work programming session carried out by the Steering Group at the start of the municipal year in line with the Overview and Scrutiny Committees terms of reference detailed in the County Council's Constitution. This includes provision for the rights of County Councillors to ask for any matter to be considered by the Committee or to call-in decisions.

Coordination of the work programme activity is undertaken by the Chair and Deputy Chair of all of the Scrutiny Committees to avoid potential duplication.

In addition to the terms of reference outlined in the [Constitution](#) (Part 2 Article 5) for all Overview and Scrutiny Committees, the Health Scrutiny Committee will:

- To scrutinise matters relating to health and adult social care delivered by the authority, the National Health Service and other relevant partners.
- In reviewing any matter relating to the planning, provision and operation of the health service in the area, to invite interested parties to comment on the matter and take account of relevant information available, particularly that provided by the Local Healthwatch
- In the case of contested NHS proposals for substantial service changes, to take steps to reach agreement with the NHS body
- In the case of contested NHS proposals for substantial service changes where agreement cannot be reached with the NHS, to refer the matter to the relevant Secretary of State.
- To refer to the relevant Secretary of State any NHS proposal which the Committee feels has been the subject of inadequate consultation.
- To scrutinise the social care services provided or commissioned by NHS bodies exercising local authority functions under the Health and Social Care Act 2012.

- To request that the Internal Scrutiny Committee establish as necessary joint working arrangements with district councils and other neighbouring authorities.
- To draw up a forward programme of health scrutiny in consultation with other local authorities, NHS partners, the Local Healthwatch and other key stakeholders.
- To acknowledge within 20 working days to referrals on relevant matters from the Local Healthwatch or Local Healthwatch contractor, and to keep the referrer informed of any action taken in relation to the matter.
- To require the Chief Executives of local NHS bodies to attend before the Committee to answer questions, and to invite the chairs and non-executive directors of local NHS bodies to appear before the Committee to give evidence.
- To invite any officer of any NHS body to attend before the Committee to answer questions or give evidence.
- To recommend the Full Council to co-opt on to the Committee persons with appropriate expertise in relevant health matters, without voting rights.
- To establish and make arrangements for a Health Steering Group the main purpose of which to be to manage the workload of the full Committee more effectively in the light of the increasing number of changes to health services.

The Work Programme will be submitted to and agreed by the Scrutiny Committees at each meeting and will be published with each agenda.

The dates are indicative of when the Health Scrutiny Committee will review the item, however they may need to be rescheduled and new items added as required.

### Health Scrutiny Committee work programme

Topic	Scrutiny Purpose (objectives, evidence, initial outcomes)	Scrutiny Method	Lead Officers/organisations	Proposed Date(s)	Recommendations	Progress
Dementia Strategy	Opportunities and challenges	Committee	Dr Z Atcha, LCC	3 July 2018	The report be noted; and  The Cabinet Member for Health and Wellbeing be invited to a future scheduled meeting of the Health Scrutiny Committee to present on the development of a housing strategy and the ageing population.	N/A  Report scheduled for 2 April 2019
Our Health Our Care Programme	Update on the future of acute services in central Lancashire	Committee	Dr Gerry Skales, Lancashire Teaching Hospitals Foundation Trust and Sarah James, Greater Preston and Chorley and South Ribble CCGs	3 July 2018, 25 September and tbc	3 July: The update be noted;  Further updates be presented to the Health Scrutiny Committee at its scheduled meetings in September and November 2018;  The importance of all partners working	N/A  In progress  Awaiting response

Topic	Scrutiny Purpose (objectives, evidence, initial outcomes)	Scrutiny Method	Lead Officers/organisations	Proposed Date(s)	Recommendations	Progress
					<p>together on prevention and early intervention form a part of developing the new models of care for acute services in central Lancashire; and</p> <p>Public information and education be included in the new model of care for acute services in central Lancashire.</p>	Awaiting response
Delayed Transfers of Care (DToC) and Winter 2019/20	Update on performance as a whole system and preparations for winter 2019/20	Committee	Sue Lott, LCC and NHS Trusts/Chairs of A&E Delivery Boards	6 November 2018		
Transforming Care (Calderstones)	Model of care for CCG commissioned learning disability beds	Committee	Rachel Snow-Miller, Director for Commissioning for All-age Mental Health, Learning Disabilities and Autism and Neil Greaves, Healthier Lancashire and South Cumbria	tbc 11 December 2018		



Topic	Scrutiny Purpose (objectives, evidence, initial outcomes)	Scrutiny Method	Lead Officers/organisations	Proposed Date(s)	Recommendations	Progress
Integrated Care System	Delivery of strategic transformational plans - finance	Committee	Gary Raphael, Healthier Lancashire and South Cumbria	5 February 2019		
Lancashire and South Cumbria Stroke Programme	Consultation	Committee	Gemma Stanion, Healthier Lancashire and South Cumbria	tbc		
Housing with Care and Support Strategy 2018-2025		Committee	CC S Turner, Cabinet Member for Health and Wellbeing, CC G Gooch, Cabinet Member for Adult Services, Louise Taylor, Joanne Reed/Craig Frost, Sarah McCarthy LCC	2 April 2019		
Healthy New Towns – Whyndyke Garden Village, Fylde	Overview	Committee	Andrea Smith and Andrew Ascroft, Public Health, LCC	tbc 11 December 2018		
Tackling period poverty	Full Council Notice of Motion 8 October 2018 - a report on the issue and how it can best be addressed.	Committee	Dr Sakthi Karunanithi, LCC	tbc		
Obesity in adults		Committee	Dr Sakthi Karunanithi, LCC	tbc		

**Future meeting dates:** 11 December; 5 February 2019; 2 April and 14 May.

## Health Scrutiny Steering Group work programme

Topic	Scrutiny Purpose (objectives, evidence, initial outcomes)	Scrutiny Method	Lead Officers	Proposed Date(s)	Recommendations	Progress
Fylde Coast Integrated Care Partnership (ICP)	Update on the work of the partnership	Steering Group	Wendy Swift, Blackpool Teaching Hospitals Foundation Trust and Andrew Harrison, Fylde and Wyre CCG	15 June	The Steering Group agreed that an item on Healthy New Towns and the Whyndyke Garden Village in Fylde be presented to a future meeting of the Health Scrutiny Committee.	
NWAS	Update on new Government reporting standards and NWAS' new Nursing and Residential Home Triage (NaRT) Tool. (Also hospital pharmacy waiting times and delays for NWAS transport)	Steering Group	Peter Mulcahy and Julie Butterworth, NWAS	19 September	<p>The Health Scrutiny Steering Group recommends that;</p> <p>The Cabinet Member for Adult Services, officers from Lancashire County Council, North West Ambulance Service and the lead commissioner at Blackpool Clinical Commissioning Group give consideration to the implementation of the Nursing and Residential Home Triage Tool within all care homes across Lancashire.</p>	In progress

Topic	Scrutiny Purpose (objectives, evidence, initial outcomes)	Scrutiny Method	Lead Officers	Proposed Date(s)	Recommendations	Progress
Lancashire and South Cumbria Stroke Programme	Overview	Steering Group	Gemma Stanion, Healthier Lancashire and South Cumbria	tbc		
Rosendale Birth Centre	Proposals	Steering Group	Kirsty Hamer and Christine Goodman, East Lancs CCG	tbc		
Vascular Service Improvement	Improving quality and access to Vascular Services	Steering Group	Tracy Murray, Healthier Lancashire and South Cumbria	21 November (11:30)		
NWAS	Update on recommendations from the Steering Group on the potential roll out of NWAS' new Nursing and Residential Home Triage (NaRT) Tool across Lancashire Care Homes.	Steering Group	Lisa Slack, LCC	21 November (10:30/12:30)		
Suicide Prevention in Lancashire	Progress report/annual update on outcomes set out in the Logic Model	Steering Group	Dr Sakthi Karunanithi and Chris Lee, LCC	16 January 2019		
Quality Accounts	Preparations for responding to NHS Trusts Quality Accounts	Steering Group	Healthwatch Lancashire	16 January 2019		
Secondary Mental Health Services in Lancashire	Update	Steering Group	Charlotte Hammond, LCC	20 February 2019		

Topic	Scrutiny Purpose (objectives, evidence, initial outcomes)	Scrutiny Method	Lead Officers	Proposed Date(s)	Recommendations	Progress
Childhood immunisations	Progress report (invite to be extended to Chair and Deputy Chair of Children's Services Scrutiny Committee)	Steering Group	Jane Cass?/Tricia Spedding, NHS England, Sakthi Karunanithi, LCC	20 February 2019		
Care For You	Options	Steering Group	Silas Nicholls, Southport and Ormskirk Hospital Trust	13 March 2019		
North West Clinical Senate	Joint working	Steering Group	Prof. Donal O'Donoghue and Caroline Baines	13 March 2019		
NHSE – Quality Surveillance Group	Overview and relationships with scrutiny	Steering Group	Sally Napper, NHSE, Lisa Slack, LCC	tbc		
Health in All Policies	Embedding spatial planning and economic determinants	Briefing note (and Steering Group)	Dr Aidan Kirkpatrick and Andrea Smith, LCC	-		
Scrutiny of Budget Proposals 2018/19	<ul style="list-style-type: none"> <li>Sexual Health</li> <li>Advocacy Services</li> <li>Learning, disability and autism: Enablement</li> <li>Older persons in-house residential services: self-funder fees</li> </ul>	Briefing note	Neil Kisson, LCC	-		

Topic	Scrutiny Purpose (objectives, evidence, initial outcomes)	Scrutiny Method	Lead Officers	Proposed Date(s)	Recommendations	Progress
	<ul style="list-style-type: none"> <li>Extra sheltered care services</li> </ul>					

**Future meeting dates:** 17 April and 14 May

**Other topics to be scheduled:**

- Integrated Care Partnerships (ICP) – Central Lancashire; Fylde Coast; Morecambe Bay; Pennine; West Lancashire
- Chorley A&E, GTD Healthcare and CCGs - performance
- NWAS – transformation strategy and future
- Disabled facilities grants and housing associations
- Health and Wellbeing Board update
- Adult Social Care update

