

ELECTORAL REVIEW OF LANCASHIRE COUNTY COUNCIL
Submission by Lancashire County Council on Council Size

Governance and Decision Making – How does the Council manage its business and take decisions across its full range of responsibilities?	
<p>Leadership</p> <p>1.1 What kind of Governance arrangements are in place for the Authority? Does the council operate an executive mayoral, Cabinet/Executive or committee system?</p>	<p>The Council has operated executive governance arrangements with a Leader/Cabinet model since 2001.</p> <p>Lancashire County Council has 84 county councillors. Following the county council's elections in 2013 the political composition is:</p> <ul style="list-style-type: none"> • Labour 39; • Conservative 35; • Liberal Democrat 6; Independent 3; and Green 1. <p>Whilst this gives no party an overall majority, Labour and the Liberal Democrats have reached an agreement so that Labour forms a minority administration, with the support of the Liberal Democrats.</p> <p>The county council operates a Leader and Cabinet system. Details set out in Annex A.</p> <p>The Cabinet is supported by a number of Cabinet Committees including a cabinet committee on performance improvement that oversees the implementation of the performance management arrangements for the county council, and monitors progress and delivery of services against performance indicators, targets and plans. Quarterly corporate performance reports and other service monitoring reports are presented to the committee for consideration and necessary action.</p>

The county council has established three overview and scrutiny committees plus an executive scrutiny committee. A Budget Scrutiny Working Group has also been established to support the Cabinet in formulating the budget.

The executive scrutiny committee was set up at the request of full council and is chaired by the leader of the Liberal Democrat Group. The committee meets prior to cabinet to scrutinise forthcoming decisions of the cabinet, as well as forthcoming key decisions to be made by individual cabinet members and cabinet committees.

Their role is not decision-making. The committees work to deliver local public sector accountability. They are able to hold the council's decision-makers, as well as those of its key partners, to account for their decisions and actions. The committees are also a key mechanism for reviewing council policies and services, as well as services delivered by other organisations in Lancashire.

A number of Council Committees have also been established which are detailed in Annex A. The Terms of Reference are set out in Annex C.

All meetings are broadcast live on our website as part of the county council's policy of bringing decision-making closer to the public.

The council's managerial leadership is provided by a corporate management team (MT) comprising:

- Chief Executive
- Corporate Director - Commissioning and Deputy Chief Executive
- Corporate Director Operations and Delivery
- Director of Governance, Finance & Public Services

	<ul style="list-style-type: none"> • Director Development and Corporate Services <p>MT meet weekly to discuss and prioritise key issues of strategic and corporate significance for the Council. In addition, there is a broader senior leadership group (SLG), which includes all director-level posts.</p> <p>A collaborative approach to leadership has developed with regular joint meetings between cabinet and MT used to develop policy, strategy, budget options and corporate direction. More recently the focus of the meetings has been to agree our budget strategy and transformation programme. This is supported by regular meetings between portfolio holders and directors.</p>
<p>1.2 How many portfolios are there?</p>	<p>The county council appointed CC Jennifer Mein as the Leader. CC Mein appointed seven portfolio holders to form a cabinet of eight members including herself. New portfolios were introduced at the time to reflect the changing responsibilities of the council and new priorities of the administration. The Cabinet comprises:</p> <p>CC Jennifer Mein Leader CC David Borrow Deputy Leader CC Azhar Ali Health & Wellbeing CC Janice Hanson Public Protection and Waste CC John Fillis Highways & Transport CC Marcus Johnstone Environment, Planning and Cultural Services CC Tony Martin Adult & Community Services, and CC Matthew Tomlinson Children Young People & Schools</p> <p>The Cabinet has appointed five Lead Members (county councillors) to support the work of individual Cabinet Members. These lead on specific areas</p>

determined by the Cabinet Member, assist the development of options and policies, and make recommendations that affect decision making. They also represent or deputise for the Cabinet Member at events. The Lead Members are:

County Councillor Chris Henig - Libraries and Cultural Services;
County Councillor Nikki Hennessy - Schools;
County Councillor Sean Serridge - Corporate Services;
County Councillor Lorraine Beavers - Health; and
County Councillor Julie Gibson - Community Safety.

The Cabinet has also appointed six champions (county councillors) to assist the Leader and the appropriate cabinet member by advising on service issues across areas of the county council's activities for:

older people;
young people;
parishes;
disabled people;
armed forces veterans; and
digital inclusion.

Each champion is allocated a sum of £10,000 per annum for use at their discretion to finance their activities e.g. organising events, payment of grants.

<p>1.3 To what extent are decisions delegated to portfolio holders or are most decisions taken by the full Executive?</p>	<p>The vast majority of decisions are taken by individual members of the Cabinet. In 2014 (46) decisions were taken by the Cabinet as opposed to (413) taken by the eight Cabinet Members</p> <p>In 2014 nearly 600 decisions were taken by officers under the Scheme of delegation to Chief Officers.</p>
<p>1.4 Do Executive (or other) members serve on other decision making partnerships, sub-regional or national bodies?</p>	<p>Yes, see Annex B.</p>
<p>1.5 In general, are leadership and/or portfolio roles considered to be full time roles?</p>	<p>The role of Leader and Cabinet Members are considered to be full-time or close to full-time and the County Council's Independent Remuneration Panel have recognised this with significant Special Responsibility Allowances.</p>
<p>Regulatory</p> <p>1.6 In relation to licensing, planning and other regulatory responsibilities, to what extent are decisions delegated to officers?</p>	<p>Heads of Service or an officer authorised to act on their behalf can take all decisions which have not been reserved to a Committee. Decisions reserved to the Full Council, a Committee or a Cabinet Member include consideration of objections, setting and amending policies, approval of major strategies, decisions in relation to significant new powers arising from new legislation, the withdrawal or modification of a service, anything political or controversial, a response to a significant consultation paper.</p>
<p>1.7 How many members are involved in committees?</p>	<p>The Council has established the following Committees to undertake regulatory functions:</p> <p>Audit and Governance Committee – 9 members</p>

	<p>Regulatory Committee – 15 members Development Control Committee – 15 members Corporate Complaints Committee – 9 members Common and Town Greens Sub-Committee – 11 members Employment Committee – 8 members Pension Fund Committee – 14 members Urgency Committee – 13 members Health and Wellbeing Board – 4 members</p>
1.8 Is committee Councillorship standing or rotating?	Standing – appointed annually.
1.9 Are meetings ad hoc, frequent and/or area based?	Meetings are timetabled but additional meetings can be called as necessary. The Council also has 12 District-based 3 Tier Forums which alongside all County Councillors within a District area include District and Parish Council representation.
1.10 What level of attendance is achieved? Are meetings always quorate?	Meetings require 25% of voting members to be present and meetings are always quorate. Actual attendance at 'regulatory' meetings is over 90%.
1.11 Does the council believe that changes to legislation, national or local policy will have influence on the workload of committees and their members which will have an impact on council size?	<p>Recent changes to legislation on pension fund governance is likely to have an impact in increasing the workload of the members involved.</p> <p>Councils in Lancashire are exploring alternative decision-making arrangements, including moves toward a Combined Authority model. To this end, local authorities in Lancashire have been actively working together to consider and define new governance and collaboration arrangements. At this</p>

	<p>stage, a preferred local authority governance model has yet to be agreed, though local partners recognise the need to establish new arrangements that are capable of making robust and binding shared decisions, which formally connect with the LEP, to establish a fully integrated approach to shaping, delivering and monitoring local growth and regeneration strategies. Agreement has been secured to undertake a formal governance review of all possible options, including the formation of a Lancashire Combined Authority, to assess which model, if any, would enhance delivery of our major aspirations.</p> <p>The outcome of the forthcoming general election will undoubtedly result in national policy changes that will impact on the workload of the Council, Cabinet, Committees and Councillors.</p>
<p>Demands on Time</p> <p>1.12 Is there a formal role description for councillors in your authority?</p>	<p>The role of Councillors is defined in the Constitution as follows:-</p> <p>All County Councillors will:</p> <ol style="list-style-type: none"> 1. collectively through the Full Council approve the Constitution, the Budget, Council Tax levels and Policy Frameworks and carry out a number of strategic and corporate management functions; 2. be involved in decision-making by participating in Council Committees and through the Local Member Grants Scheme; 3. represent their communities and bring their views into the Council's decision-making process, i.e. become the advocate of and for their

	<p>communities;</p> <ol style="list-style-type: none"> 4. deal with local issues and act as an advocate for constituents in resolving particular concerns or grievances; 5. balance different interests identified within the electoral division and represent the electoral division as a whole; and 6. be available to represent the Council on other bodies.
<p>1.13 Do councillors receive formal training for all or any roles at the council?</p>	<p>A full programme of member training and development is in place, overseen by a cross party Member Development Working Group (reporting to the main Scrutiny Committee and the Deputy Leader) meeting monthly. A dedicated Member Development Officer is in place to oversee the implementation of the training programme. As well as intensive induction programme following the elections, regular training is held on both committee specific and more general skills, as well as a full programme of "Bite Size Briefings" for members on current and emerging issues and policies.</p>
<p>1.14 Do councillors generally find that the time they spend on council business is what they expected?</p>	<p>The use of e-mail, mobile phones, agile tablet devices and websites means that Councillors are effectively contactable 24 hours a day, seven days a week.</p> <p>Due to the large size and nature of Lancashire, travelling time can also be a significant factor with some divisions being significant in size. County Hall is located fairly central within the County. Travelling time can also be an issue in relation to Councillors attending County Hall to undertake their various duties.</p>

<p>1.15 How much time do members generally spend on the business of your council?</p>	<p>The National Census of Local Authority Councillors 2013 showed that a Lancashire County Councillor spends 25hrs per week on council business.</p> <p>The amount of time spent on council business by members of the County Council's Cabinet is considerably higher as evidenced by diary commitments and expense claims.</p>
<p>1.16 Does the council appoint members to outside bodies? If so, how many councillors are involved in this activity and what is their expected workload?</p>	<p>64 out of 84 councillors represent the Council on at least one of the bodies within the list at Annex B.</p> <p>In addition, Councillors attend other community meetings as part of their role, including Town and Parish Council meetings.</p>
<p>1.17 Does the council attract and retain members?</p>	<p>The Council holds full elections every four years.</p> <p>In 2013, a total of 341 candidates stood for election (compared to 314 in 2009). Of the 341 candidates, 58 were County Councillors standing again for election (of which 39 were re-elected).</p> <p>All by-elections have been filled promptly in accordance with elections law.</p>
<p>1.18 Have there been any instances where the council has been unable to discharge its duties due to a lack of councillors?</p>	<p>No</p>
<p>1.19 Do councillors have an individual or ward budget for allocation in their area? If so, how is such a system</p>	<p>In April 2006 the Council established the Councillors' Local Member Grants Scheme. Each Councillor is given a budget annually to be used (subject to the regulations of the scheme) to support the communities which they</p>

administered?

represent. Each County Councillor has a budget of £2,000. These funds are under increasing demand and Councillors have very difficult decisions to make to ensure the best use of these funds in their communities.

Local community groups are required to complete an application form to the Councillor(s). The councillor is sent a report which sets out their financial information with the application form attached as an Appendix. The application form and guidance notes are available to applicants on the County Council's website, web link at Annex D to this document.

The scheme was also a finalist in the 2013 Municipal Journal Awards and has often been used as an example of good practice for other local authorities to follow suit.

2. Scrutiny Functions of the Council

2.1 How do scrutiny arrangements operate in the authority? How many committees are there and what is their membership?

The Committee structure for current scrutiny arrangements is included in Annex A.

Lancashire operates a scrutiny structure developed to meet the needs of accountability and transparency in the area, and has innovative elements, praised by the LGA Peer Review team, particularly the Executive Scrutiny Committee.

The County Council has the statutory responsibility to scrutinise health, community safety and flood risk management, all of which involve the scrutiny of external bodies. In addition, scrutiny of external issues and external bodies is a regular element of the work of scrutiny, and continues to be so.

2.2 What is the general workload of scrutiny committees? Has the council ever found that it has had too many active projects for the scrutiny process to function effectively?

The Scrutiny workload is carefully managed by councillors and officers working together. There is, for example, a significant workload in the area of health, owing to the complexity of the health system in the area, with six CCGs, three major acute trusts and four other trusts, as well as significant activity across the boundaries with other local authorities. To address this, a "Steering Group" has been established of councillors, meeting every three weeks, to meet with NHS representatives and act as a filter for the main committee.

As the function is carefully managed, all efforts are made at all times to match workload to capacity – in general, this has meant that councillors have had to make difficult decisions on prioritising work areas to ensure that the most pressing needs are met.

<p>2.3 How is the work of scrutiny committees programmed? Is the work strictly timetabled?</p>	<p>Copies of the current work programmes for the Scrutiny Committees, developed through the Committees, are attached as Annex E.</p> <p>Each committee (except the Executive Scrutiny Committee – see below) considers the workplan at every meeting. The plan is developed in full consultation with all committee members. As a general rule, each meeting seeks to deal with two items, and at any point, there are usually around three task and finish groups in operation, the length of these pieces of work can vary, and a flexible approach is taken to methodology to ensure it is appropriate to the subject. Typically, a task and finish group will involve seven members and run for between 3-6 months, meeting 5-10 time in that period.</p> <p>The scrutiny function in Lancashire has undergone significant change in the last 2 years, with an additional committee and a renewed sense of purpose. Some joint working with other authorities already takes place, through formal joint committees and informal working groups and invites to share ideas. It is anticipated that a number of factors point towards a continuing increase in joint arrangements. Requiring an increased time and travel commitment from members. Factors behind this include devolution and the possibility of a "combined authority", growing specialisation and regionalisation of health services, economic development arrangements, such as the LEPs and the general necessity for public sector bodies to work more closely together in times of reduced resources.</p>
<p>2.4 What activities are scrutiny committee members expected to carry out between formal meetings?</p>	<p>In addition to all other duties, scrutiny councillors are expected to ensure they are well informed about issues on the workplan and to give consideration to possible future topics. Any councillors (including those not members of a scrutiny committee) can submit requests for future topics and task and finish groups. Additionally, scrutiny members may be involved in requesting or hearing a "Call In".</p>

3. Representational Role: Representing the Electorate

3.1 In general terms, how do Councillors carry out their representational role with electors? Do members mainly respond to casework from constituents or do they have a more active role in the community?

Most Councillors take a proactive role within their area rather than simply responding to case work. The approach taken can vary from Councillor to Councillor but generally all Councillors undertake some or all of the following:-

- Surgeries – dealing with queries such as highway defects, street lights, children's services, vulnerable adults;
- Consultation events on specific issues (such as closures of police stations) and wider issues (such as the Council's budget);
- Meetings with community groups and voluntary organisations;
- Attending local community events;
- Attending Parish Council meetings etc;
- Attending outside body meetings including School Governing Bodies;
- Working with local schools and colleges in general – e.g. promoting democracy;
- Electoral Division Visits;
- Neighbourhood Tours;
- Door-to-door visits and delivery of information leaflets;
- Partnership meetings;
- Websites, blogs and social media;
- Home Visits;
- Written and E-mail correspondence;
- Telephone Calls;

<p>3.2 How do councillors generally deal with casework? Do they pass on issues directly to staff or do they take a more in depth approach to resolving issues?</p>	<p>Councillors' approach to casework is not fixed, and will depend on the individual councillor and the issue at stake. Councillors are generally keen, where there is a difficult or complex issue, to engage in activities such as site visits accompanied by officers.</p>
<p>3.3 What support do Councillors receive in discharging their duties in relation to casework and representational role in their electoral division?</p>	<p>Councillors generally receive no administrative support for the discharge of these functions. Only the cabinet and leaders of the two main opposition groups receive administrative support to help them carry out those roles. Councillors have the general support of officers, as well as access to the necessary ICT systems.</p>
<p>3.4 How do councillors engage with constituents? Do they hold surgeries, distribute newsletters, hold public meetings, write blogs, etc?</p>	<p>Councillors' engagement with constituents happens in a range of ways. Whilst not all County Councillors hold surgeries, all will attend a range of meetings in their division and, communicate in person, by phone and email with the public. Many councillors conduct regular walkabout and door knocking sessions. Councillors increasingly seek to engage through social media, and the use of sites like Twitter and Facebook is on the increase. Developments in new technology, particularly the use of tablets and mobile working has led to the situation where councillors are often multi-tasking, responding to emails whilst they wait for meetings to start, for example, and even in some cases live-blogging from within meetings.</p>

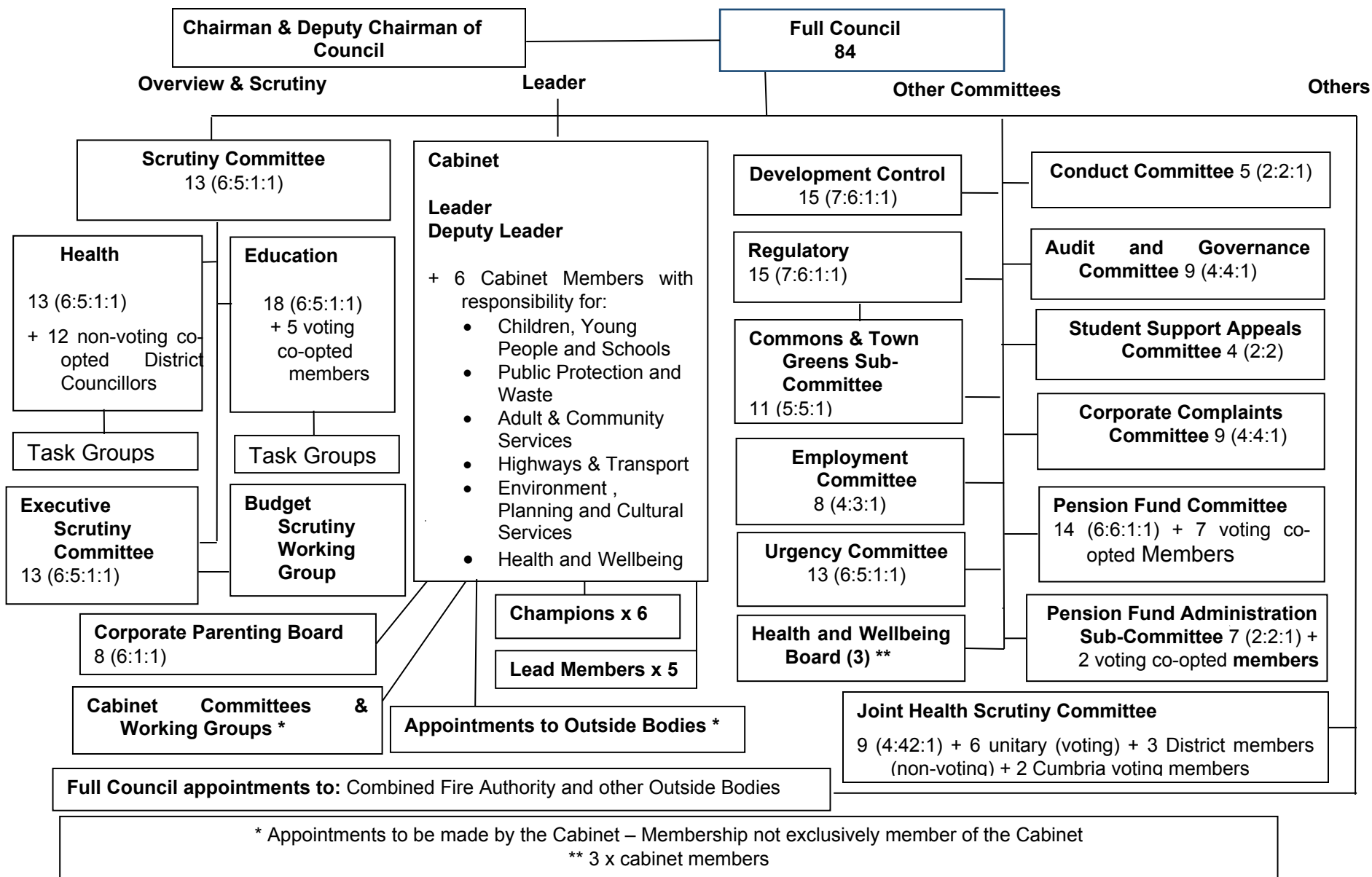
<p>3.5 Has the representational role of Councillors changed since the council last considered how many elected Councillors it should have?</p>	<p>The Council has undertaken a full review of governance in 2014/15, including consideration of the adoption of a committee system of administration. Ultimately, the council resolved to make no significant changes to the overall structure, but has agreed to consider some minor changes to processes and some less significant committees.</p> <p>One issue still under consideration is to rejuvenate Full Council meetings to ensure they are relevant to the public and the key issues. Whilst the detail of this has not yet been agreed, it is likely to support the ability and capacity of all members, including non-executives, to become more actively involved in council debate.</p>
<p>3.6 Has the Council put in place any mechanisms for councillors to interact with young people, those not on the electoral register or minority groups or their representative bodies?</p>	<p>The Council's Corporate Parenting Board is one formal means of seeking the views of young people.</p> <p>The County Council operates a Youth Parliament and most Councillors are active in promoting democracy through the schools and colleges in their area. Councillors also promote electoral registration at every opportunity.</p> <p>School Council visits to County Hall are encouraged and promoted by Councillors.</p> <p>Work has also been undertaken with Young Carers.</p>

<p>3.7 Are Councillors expected to attend meetings of community bodies such as parish councils or resident associations? If so, what is the level of their involvement and what role are they expected to play?</p>	<p>The County Council and the Parish and Town Councils (PTCs) in Lancashire (of which there are 205) have a charter, setting out expectations. In the charter, it says that the Council will:</p> <ul style="list-style-type: none">• Encourage and support county councillors to work with parish and town councils in the area they are elected to serve. <p>Whilst there is no requirement for County Councillors to attend Parish Council meetings, there is a strong understanding in Lancashire that the PTCs are a vitally important democratic institution that should be supported and engaged with.</p> <p>Councillors are expected to act as a conduit, enabling a two-way exchange of information between the Council and such groups.</p>
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4. The Future	
Localism and Policy Development	
4.1 What impact do you think the localism agenda might have on the scope and conduct of council business and how do you think this might affect the role of councillors?	The localism agenda brings the opportunity to promote innovation and work in an integrated way with communities across the tiers of local government and the wider public sector. Councillors are well placed to ensure that services work together effectively for the good of the community and are responsive to local need.
4.2 Does the council have any plans to devolve responsibilities and/or assets to community organisations? Or does the council expect to take on more responsibilities in the medium to long term?	<p>Full consideration will be given to transferring assets to community organisations where it is appropriate to do so.</p> <p>The county council is currently undertaking a transformation process and requires a flexible, efficient and effective property portfolio for the delivery of best outcomes for the people of Lancashire. It is possible that more services will be commissioned externally, including to the third sector, moving forward.</p>
Service Delivery	
4.3 Have changes to the arrangements for local delivery of services led to significant changes to councillors' workloads? (For example, control of housing stock or sharing services with neighbouring authorities).	At the present time, such arrangements have not had any significant impact.

<p>4.4 Are there any developments in policy ongoing that might significantly affect the role of elected members in the future?</p>	<p>The Council has largely completed the principal phase of its governance review, and it has been agreed to maintain the status quo, in relation to the Cabinet model. The major potential area for change is in the discussions currently in Lancashire around the possibility of creating a combined authority with district and neighbouring unitary authorities. It is not clear what the implications of this might be on the workload of either executive or non-executive councillors, If such arrangements encourage greater devolution of powers from central government, the additional workload may be significant, although that might not be evenly distributed amongst all councillors, however, with additional powers may come the need for additional scrutiny or other arrangements to ensure accountability and transparency.</p>
<p>Finance 4.5 What has been the impact of recent financial constraints on the council's activities? Would a reduction in the scope and/or scale of council business warrant a reduction in the number of councillors?</p>	<p>Like most councils, particularly in the North of England, the Council has had to manage significant reductions in its resources over the last few years, and anticipates further reductions to come. The impact on the role of councillors has, if anything, been to increase the demands upon them in a number of ways. Firstly, in order to ensure that difficult decisions are made in an accountable and transparent way, the council has developed its budget setting process to engage more openly with stakeholders, which has created a time commitment for members. A "Budget Scrutiny Working Group" has also been established to examine proposals as they come forward.</p>

Lancashire County Council – Decision-Making Structure (Model of Local Governance)



OUTSIDE BODIES LIST

Category	Outside Body
Lancashire	Adoption and Permanence Panels (North, Central and East)
	Ageing Well Forum
	Alt Crossens Advisory Group
	Arnsdale / Silverdale AONB Executive Committee
	Arthur Edmonson Quinn Bequest
	Bacup Neighbourhood Forum
	Balshaws Education Foundation
	Barton Road Community Association
	Burnley Action Partnership - Executive
	Burton and Rigby Educational Foundation
	Bushell House Charity (Goosnargh)
	Central Lancashire Development Framework Joint Advisory Committee
	Council for Voluntary Services (CVS) - Blackpool, Wyre and Fylde
	Council for Voluntary Services (CVS) - Burnley, Pendle and Rossendale
	Council for Voluntary Services (CVS) - Hyndburn and Ribble Valley
	Council for Voluntary Services (CVS) - Lancaster (Lancaster District Community and Voluntary Solutions)
	Council for Voluntary Services (CVS) - West Lancashire
	Crook O'Lune Advisory Committee
	District Children and Young People's Trust Board - Burnley
	District Children and Young People's Trust Board - Chorley
	District Children and Young People's Trust Board - Fylde
	District Children and Young People's Trust Board - Hyndburn

	District Children and Young People's Trust Board - Lancaster
	District Children and Young People's Trust Board - Pendle
	District Children and Young People's Trust Board - Preston
	District Children and Young People's Trust Board - Ribble Valley
	District Children and Young People's Trust Board - Rossendale
	District Children and Young People's Trust Board - South Ribble
	District Children and Young People's Trust Board - West Lancashire
	District Children and Young People's Trust Board - Wyre
	District Community Safety Partnership - Chorley and South Ribble
	District Community Safety Partnership - Fylde
	District Community Safety Partnership - Hyndburn
	District Community Safety Partnership - Lancaster
	District Community Safety Partnership - Pendle
	District Community Safety Partnership - Preston
	District Community Safety Partnership - Ribble Valley
	District Community Safety Partnership - West Lancashire
	District Community Safety Partnership - Wyre
	Farington Community Fund Panel
	Fostering Panels (North, Central and East)
	Grove Community Association
	Hanson Cement Liaison Committee
	Herbert Norcross Scholarship Fund
	Heysham Mossgate Sports and Community Centre
	Horse and Bamboo Theatre
	James Bond/Henry Welch Trust
	Lancashire Teaching Hospitals NHS Foundation Trust Council of Governors
	Lancashire Waste Partnership
	Lancashire Waste PFI Project Liaison Group
	Lancaster Ripley CE Educational Trust

	Lancaster University Court
	Local Liaison Committee - Back Lane Quarry
	Local Liaison Committee - Leaper's Wood and Dunald Mill
	Local Liaison Committee - Westby
	Morecambe Bay Partnership
	Museums Partnership Advisory Panel
	One West Lancashire
	Ormskirk School Trust
	Padiham Youth Centre Advisory Committee
	Pennine Prospects (South Pennine Rural Regeneration Company Ltd)
	Preston Strategic Partnership (PSP) Conference
	Rawtenstall Community Association
	Rawtenstall Neighbourhood Forum
	Rivington and Brinscall Local Advisory Group
	Rivington Heritage Trust
	Roper Educational Foundation, Preston
	Rural Development Programme - North Lancashire Local Action Group
	Shaw's Educational Endowment, Rivington
	Skelmersdale Town Centre Regeneration Project
	South Ribble Partnership Sub Group
	South Ribble Partnership
	Springfield Fuel Ltd - Springfields Site Stakeholder Group
	Stocks Massey Bequest
	Stoneyholme and Daneshouse Community Association
	Stoops/Hargher Clough Youth & Community Centre, Burnley
	Tanhouse, Moorside and Digmooor Neighbourhood Board
	Tarmac Liaison Committee
	Thornton Cleveleys Baines Endowed VC Primary School (Trust)
	Tobacco Free Lancashire Alliance

	University Hospitals of Morecambe Bay Improvement Board
	University Hospitals of Morecambe Bay NHS Foundation Trust
	West Pennine Moors Area Management Committee
	Whitworth Neighbourhood Forum
	William Blythe Consultation Forum, Church
	Winckley Square Community Interest Company (CIC)
	Lancashire Fairness Commission
	Blackburn Cathedral Council
	Blackpool Airport Consultative Committee
	Blackpool Teaching Hospitals NHS Foundation Trust
	East Lancashire into Employment
	East Lancashire Railway Trust
	Educational Foundation of John Farrington
	Forest of Bowland Area of Outstanding Natural Beauty Joint Advisory Committee
	Friends of Lancashire Archives
	Haslingden, Helmshore & Edenfield Neighbourhood Forum
	Heritage Trust for the North West
	Heysham Nuclear Power Station Local Community Liaison Council
	Hornbies Newton Charity
	Joint Advisory Committee for Strategic Planning
	Lancashire Local Access Forum
	Lancashire Outdoor Activities Initiative
	Lancashire Playing Fields Association
	Lancashire SACRE - Quality and Standards Sub-group
	Lancashire Schools Forum
	Lancashire Standing Advisory Council on Religious Education (SACRE)
	Public Rights of Way and Access Forum
	The Dukes Playhouse Limited
	Lancashire Combined Fire Authority - Appeals Committee

	Lancashire Combined Fire Authority - Audit Committee
	Lancashire Combined Fire Authority - Injury Pensions Sub-committee
	Lancashire Combined Fire Authority - LACC Board of Directors
	Lancashire Combined Fire Authority - Main Authority Meeting
	Lancashire Combined Fire Authority - Member Training and Development Working Group
	Lancashire Combined Fire Authority - North West Partnership Board
	Lancashire Combined Fire Authority - Performance Committee
	Lancashire Combined Fire Authority - Planning Committee
	Lancashire Combined Fire Authority - Resources Committee
	Lancashire Combined Fire Authority - Strategy Group
	Lancashire Police and Crime Panel
Lancashire Companies	Lancashire Business and Innovation Centre Limited
	Lancashire County Developments Limited
	Lancashire Enterprise Partnership Limited
	Lancashire Environmental Fund Limited
	Lancashire Workforce Development Partnership Limited
	Marketing Lancashire Limited
	Preston Vision Limited
	Regenerate Pennine Lancashire Limited
	The Lancashire Partnership Against Crime Limited
	Transport for Lancashire Committee
Regional	Liverpool Airport Consultative Committee
	Local Agenda 21: Lancashire-Gulu Link NGO
	Local Authority Elected member: Older People's Champions Network North West of England
	North Western Inshore Fisheries and Conservation Authority
	North West of England and Isle of Man Reserve Forces and Cadets Association

	North West Regional Flood and Coastal Committee
	The University of Manchester General Assembly
National	Local Government Association County Councils Network
	Local Government Association General Assembly Annual Meeting
	Local Government Association General Assembly
	Local Government Association People and Places
	Local Government Association Special Interest Group on Coastal Issues
	Local Government Association Urban Commission
	West Coast Rail 250 - General Council
	Local Government Information Unit
	National AONB Association
	Parking and Traffic Regulations Outside London (PATROL) Adjudication Service Joint Committee
	Public Transport Consortium of Non-Metropolitan Authorities

TERMS OF REFERENCE OF FULL COUNCIL AND COMMITTEES – EXCERPT FROM CONSTITUTION

The Full Council

The functions of the Full Council shall be as follows:

1. To approve the Council's Constitution and any subsequent amendments.
2. To elect the Chair and appoint the Vice-Chair of the Council at its Annual Meeting.
3. To appoint and remove the Leader of the Council, who shall be the Leader of the Cabinet. The Leader shall be appointed at the first Annual Meeting after an ordinary Council Election and also as a vacancy arises.
4. To determine the Policy Framework of the Council, which currently comprise the following plans, policies, strategies and agreements of the Council, to review these annually, and to add to or delete from the list of plans, policies and strategies comprising the Policy Framework as it deems appropriate:
 - (a) the Sustainable Community Strategy;
 - (b) the Corporate Strategy;
 - (c) the Youth Justice Plan;
 - (d) the Lancashire Community Safety Agreement;
 - (e) the Local Transport Plan;
 - (f) the Lancashire Environment Strategy;
 - (g) Annual Library Plan (if required);
 - (h) the Lancashire Economic Development Strategy
 - (i) Development Plan documents contained in the Minerals and Waste Development Framework, including the following functions under the Planning and Compulsory Purchase Act 2004:
 - i. approve a development plan document for the purposes of submission to the Secretary of State for independent examination (S.20).

- ii. approve the making of an agreement to prepare one or more joint development plan documents (S.28).
- iii. approve the making of an agreement to establish a joint committee to be the local planning authority (S.29).
- iv. approve adding to the functions of a joint committee previously established (S.30) and approve the making of a request to the Secretary of State for the revocation of an order constituting a joint committee (S.31).

The Full Council shall also consider adopting any proposed modifications to these plans, policies and strategies.

In respect of each of these plans, policies and strategies the Full Council may set the limits within which the Cabinet may make variations (including Budget virement) in the light of circumstances without reference back to the Full Council.

5. To determine on an annual basis the Council's Revenue Budget, Capital Programme, the Treasury Management Policy and Council Tax levels in accordance with the provisions of Section 67 of the Local Government Finance Act 1992.
6. To note the Council's Statement of Accounts and the Lancashire County Pension Fund Statement of Accounts.
7. To receive reports, for information only, from the Combined Fire Authority.
8. In determining the Policy Framework and the Revenue Budget, Capital Programme, the Treasury Management Policy and Council Tax levels the Full Council shall consider the detailed proposals of the Cabinet including the views of the relevant Overview and Scrutiny Committees.
9. In considering for adoption certain plans and strategies for which the Council does not have the sole responsibility (such as the Community Strategy and the Crime and Disorder Reduction Strategies) the Full Council shall bear in mind the responsibility and involvement of those other bodies.
10. To determine all matters which are normally reserved for the Cabinet to decide which are not in accordance with the Budget or Policy Framework of the Council, and make appropriate arrangements in the Standing Orders for such matters to be dealt with where those matters cannot await the next meeting of the Full Council.
11. To review and determine whether any decision by or on behalf of the Cabinet, not yet implemented, referred to it by any Overview and Scrutiny Committee, should be re-considered by the appropriate decision taker in accordance with the Standing Orders.

12. To approve and adopt all Standing Orders and Financial Regulations applying to the Full Council, the Cabinet and all Committees of the Council.
13. To specify, before the beginning of each financial year, the amounts of expenditure and savings that shall be regarded as significant for the purposes of Standing Order 25 (key decisions).
14. Before the beginning of each financial year, to approve a Member Allowance Scheme.

To determine the allowances payable to the Chair and Vice-Chair of the County Council.

15. Subject to the provisions of Standing Order 36, to approve the appointment or dismissal of the Chief Executive and to appoint and dismiss the Executive Directors and Second Tier Officers.
16. To designate the positions of Monitoring Officer, Chief Finance Officer, Returning Officer and all other statutory positions and to appoint any individual officer to any office other than an office in which he/she is employed by the Council.
17. To consider all reports which the Cabinet, a Cabinet Member, any Committee of the Cabinet or of the Full Council may submit to it.
18. At its Annual Meeting or at other meetings as necessary:

(a) To determine the constitution and membership, including any Co-optees required or deemed desirable, of the following Committees, including the appointment of Chairs and Deputy-Chairs, and to establish, where necessary, timetables for their meetings:

- the Overview and Scrutiny Committees and any Overview and Scrutiny Sub-Committees;
- the Conduct Committee;
- the Regulatory Committee and the Commons and Town Green Sub-Committee;
- the Development Control Committee;
- the Audit Committee;
- the Pension Fund Committee and its Sub-Committees;
- the Corporate Complaints Committee;
- the Employment Committee;

- the Urgency Committee;
 - the Student Support Appeals Committee;
 - other Committees and Panels which the Full Council may establish;
- and:

(b) To make appointments to the following organisations:

- the Combined Fire Authority;
 - the outside Organisations, Committees and Panels to which the County Council is entitled to appoint representatives, other than those to be dealt with by the Cabinet.
19. To establish, at its discretion and where permissible, Committees to carry out any of its functions and also Working Groups and Panels to provide advice and make recommendations.
 20. To establish a Committee of the Full Council comprising ten County Councillors (of whom no more than two shall be members of the Cabinet and of whom two shall be Chairs of Overview and Scrutiny Committees) to deal, except for those matters which cannot be delegated under Section 101 of the Local Government Act 1972, with any matter requiring a decision by the Full Council which cannot await its next meeting, including any matters which have been delegated to the Committee by the Full Council.
 21. To consider proposals for the promotion of Local Legislation which affects the interests of the Council and to promote bylaws and Local Acts as appropriate.
 22. To be responsible for considering and formulating views upon all matters relating to local government boundaries, including any future proposals for local government reorganisation.
 23. To be responsible for any matter relating to changes in the areas, status or functions of local authorities and the revision of County Electoral Divisions and matters relating to elections.
 24. To receive an Annual Report from the Pension Fund Committee on the state of the Pension Fund and on investment activities during the preceding year.
 25. To establish a Committee of the Full Council comprising nine County Councillors (at least one of whom shall be a Member of the Cabinet) to deal with the appointment and dismissal of the Chief Executive, the Executive Directors, the Monitoring Officer and the Chief Financial Officer, (subject nevertheless to paragraph 15 above).
 26. To determine the conditions of employment of employees of the County Council.

27. To consider and respond to petitions in accordance with the Council's petitions scheme – see Appendix 'O' to the Constitution.

Overview and Scrutiny

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

- Scrutiny Committee
- Health Scrutiny Committee
- Education Scrutiny Committee
- Executive Scrutiny Committee

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

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

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

Summary

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

1. **Scrutiny Committee** (Thirteen County Councillors)

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

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

To exercise the statutory functions of a Crime and Disorder overview and scrutiny committee under the provisions of the Police and Justice Act 2006. For this purpose the Committee may choose to include co-opted members in accordance with the provisions of that act.

2. **Health Scrutiny Committee** (Thirteen County Councillors and twelve non-voting Co-opted district Members)

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

To discharge the statutory health overview and scrutiny functions under the provisions of the Health and Social Care Act 2012. For this purpose the Committee shall include twelve non-voting Co-opted district council Members.

3. Education Scrutiny Committee (Thirteen County Councillors and five voting Co-optees)

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

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

4. Executive Scrutiny Committee (Thirteen County Councillors)

To review and scrutinise forthcoming decisions of the County Council's Cabinet, and key decisions of individual cabinet members and Cabinet Committees.

The following Terms of Reference should be read in conjunction with the above summary.

Scrutiny Committee

1. To review decisions made, or other action taken, in connection with the discharge of any functions which are undertaken by the Cabinet collectively, the Leader, Deputy Leader or the relevant Cabinet Members or Cabinet committees.
2. To make reports or recommendations to the Full Council, the Cabinet, the Leader, Deputy Leader or the relevant Cabinet Members or Cabinet committees with respect to the discharge of any functions which are undertaken by the Cabinet collectively, the Leader, Deputy Leader or the relevant Cabinet Members or Cabinet committees.

3. To review decisions made, or other action taken, in connection with the discharge of any functions which are not the responsibility of the Cabinet, except for decisions of the Regulatory Committee, the Development Control Committee, the Audit and Governance Committee, the Conduct Committee, the Pension Fund Committee, the Corporate Complaints Committee and the Student Support Appeals Committee or any other committees of the Full Council as the Full Council may from time to time specify.
4. To make reports or recommendations to the Full Council or the Cabinet with respect to the discharge of any functions which are not the responsibility of the Cabinet.
5. In reviewing decisions (other than decisions designated as urgent under Standing Order 34(3)) made in connection with the discharge of any functions undertaken by the Cabinet collectively, the Leader, Deputy Leader or the relevant Cabinet Members or Cabinet committees, but which have not been implemented, the Committee may recommend that the decision be reconsidered by the person who made it or to refer the decision to the Full Council for it to decide whether it wishes it to be reconsidered by the decision taker. These rules do not apply to executive decisions which take the form of recommendations for final decision by the Full Council.
6. To request a report by the executive to Full Council where a decision which was not treated as being a key decision has been made and the Scrutiny Committee is of the opinion that the decision should have been treated as a key decision.
7. To hold general policy reviews and to assist in the development of future policies and strategies (whether requested by the Full Council or the Cabinet, individual Cabinet members, Cabinet committees, or decided by the Committee itself) and, after consulting with any appropriate interested parties, to make recommendations to the Cabinet, individual Cabinet members, Cabinet committees or to the Full Council as appropriate.
8. To undertake reviews (whether requested by the Full Council, the Cabinet, the relevant Cabinet Members, Cabinet committees or decided by the Committee itself) and make recommendations to the Full Council, the Cabinet or the relevant Cabinet Members or Cabinet committees, as appropriate, on relevant services or activities carried out by external organisations which affect Lancashire or its inhabitants.
9. To consider any matter brought to it following a request by a County Councillor or a Co-optee of the Committee who wishes the issue to be considered.

10. The regular liaison and joint discussion of future policy issues with the Executive.
11. To consider requests from the other Overview and Scrutiny Committees on the establishment of task groups, and to establish Sub-Committees, task groups, and other working groups and panels as necessary, as well as joint committees to exercise the statutory function of joint health scrutiny committees under the NHS Act 2006.
12. To determine which Overview and Scrutiny Committee considers a particular matter where this is not clear.
13. The co-ordination of Overview and Scrutiny training for County Councillors and Co-optees.
14. The facilitation of liaison with external bodies and neighbouring authorities as appropriate.
15. To invite to any meeting of the Committee and permit to participate in discussion and debate, but not to vote, any person not a County Councillor whom the Committee considers would assist it in carrying out its functions.
16. To require any Councillor, an Executive Director or a senior officer nominated by him/her to attend any meeting of the Committee to answer questions and discuss issues.
17. To establish arrangements for the scrutiny of member development, and receive reports from the Member Development Working Group.
18. To review and scrutinise the operation of the Crime and Disorder Reduction Partnership in Lancashire in accordance with the Police and Justice Act 2006 and make reports and recommendations to the responsible bodies as appropriate.
19. In connection with 18. above, to require an officer or employee of any of the responsible bodies to attend before the Committee to answer questions.
20. To co-opt additional members in accordance with the Police and Justice Act 2006 if required, and to determine whether those co-opted members should be voting or non-voting.
21. To review and scrutinise the exercise by risk management authorities of flood risk management functions or coastal erosion risk management functions which may affect the local authority's area.

Education Scrutiny Committee

1. To review decisions made, or other action taken, in connection with the discharge of any relevant functions undertaken by the Cabinet collectively, or the relevant Cabinet Members or Cabinet committee.
2. To make reports or recommendations to the Full Council, the Cabinet or the relevant Cabinet Members or Cabinet committee with respect to the discharge of any functions undertaken by the Cabinet collectively or the relevant Cabinet Members or Cabinet committee.
3. In reviewing decisions (other than decisions designated as urgent under Standing Order 34(3)) made in connection with the discharge of any relevant functions undertaken by the Cabinet collectively or the relevant Cabinet Members or Cabinet committee, but which have not been implemented, the Committee may recommend that the decision be reconsidered by the person who made it or to refer the decision to the Full Council for it to decide whether it wishes it to be reconsidered by the decision taker.
4. To request a report by the executive to Full Council where a decision which was not treated as being a key decision has been made and the Education Scrutiny Committee is of the opinion that the decision should have been treated as a key decision.
5. To hold general policy reviews and to assist in the development of future policies and strategies (whether requested by the Full Council, the Cabinet, the relevant Cabinet Members, Cabinet committee or decided by the Committee itself) and, after consulting with any appropriate interested parties, to make recommendations to either the Cabinet, the relevant Cabinet Members, Cabinet committee or to the Full Council as appropriate.
6. To fulfil all the statutory functions of an Overview and Scrutiny Committee as they relate to education functions of a Children's Services Authority.
7. To undertake reviews (whether requested by the Full Council, the Cabinet, the relevant Cabinet Members, Cabinet committee or decided by the Committee itself) and make recommendations to the Full Council, the Cabinet, Cabinet committee or the relevant Cabinet Members, as appropriate, on relevant services or activities carried out by external organisations which affect Lancashire or its inhabitants.

8. To consider any relevant matter referred to the Committee by the Scrutiny Committee following a request by a County Councillor or a Co-optee of the Committee who wishes the issue to be considered.
9. To request that the Scrutiny Committee establish sub-committees, task groups and other working groups and panels as necessary.
10. To invite to any meeting of the Committee and permit to participate in discussion and debate, but not to vote, any person not a County Councillor whom the Committee considers would assist it in carrying out its functions.
11. To require any Councillor who is a member of the Cabinet, the appropriate Executive Director or a senior officer nominated by him/her to attend any meeting of the Committee to answer questions and discuss issues.
12. To recommend the Full Council to co-opt on to the committee persons with appropriate expertise in the relevant education matters, without voting rights.
13. To recommend to the Scrutiny Committee appropriate training for members of the Committee on education related issues.

Health Scrutiny Committee

Note: The Committee shall, for the purpose of discharging the statutory health overview and scrutiny functions, comprise twelve non-voting district council Members.

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

4. To request a report by the executive to Full Council where a decision which was not treated as being a key decision has been made and the Health Scrutiny Committee is of the opinion that the decision should have been treated as a key decision.
5. To hold general policy reviews and to assist in the development of future policies and strategies (whether requested by the Full Council, the Cabinet, the relevant Cabinet Member, Cabinet committee or decided by the Committee itself) and, after consulting with any appropriate interested parties, to make recommendations to either the Cabinet, the relevant Cabinet Member, Cabinet committee or to the Health and Well Being Board or the Full Council as appropriate.
6. To review and scrutinise any County Council services planned or provided as part of the Council's wider public health responsibilities, and to make recommendations to the Full Council, the Health and Well Being Board or the Cabinet or Cabinet committee, as appropriate.
7. To review and scrutinise any matter relating to the planning, provision and operation of the health service in the area and make reports and recommendations to NHS bodies as appropriate.
8. In reviewing any matter relating to the planning, provision and operation of the health service in the area, to invite interested parties to comment on the matter and take account of relevant information available, particularly that provided by the Local Healthwatch.
9. To review and scrutinise any local services planned or provided by other agencies which contribute towards the health improvement and the reduction of health inequalities in Lancashire and to make recommendations to those agencies, as appropriate.
10. In the case of contested NHS proposals for substantial service changes, to take steps to reach agreement with the NHS body.
11. In the case of contested NHS proposals for substantial service changes where agreement cannot be reached with the NHS, to refer the matter to the relevant Secretary of State.
12. To refer to the relevant Secretary of State any NHS proposal which the Committee feels has been the subject of inadequate consultation.
13. To scrutinise the social care services provided or commissioned by NHS bodies exercising local authority functions under Section 31 of the Health Act 1999.

14. To request that the Scrutiny Committee establish as necessary joint working arrangements with district councils and other neighbouring authorities.
15. To draw up a forward programme of health scrutiny in consultation with other local authorities, NHS partners, the Local Healthwatch and other key stakeholders.
16. To acknowledge within 20 working days to referrals on relevant matters from the Local Healthwatch or Local Healthwatch contractor, and to keep the referrer informed of any action taken in relation to the matter.
17. To consider any relevant matter referred to the Committee by the Scrutiny Committee following a request by a County Councillor or a Co-optee of the Committee who wishes the issue to be considered.
18. To request that the Scrutiny Committee establish task groups and other working groups and panels as necessary.
19. To require the Chief Executives of local NHS bodies to attend before the Committee to answer questions, and to invite the chairs and non-executive directors of local NHS bodies to appear before the Committee to give evidence.
20. To invite any officer of any NHS body to attend before the Committee to answer questions or give evidence.
21. To invite to any meeting of the Committee and permit to participate in discussion and debate, but not to vote, any person not a County Councillor whom the Committee considers would assist it in carrying out its functions.
22. To recommend the Full Council to co-opt on to the Committee persons with appropriate expertise in relevant health matters, without voting rights.
23. To require any Councillor who is a member of the Cabinet, the appropriate Executive Director or a senior officer nominated by him/her to attend any meeting of the Committee to answer questions and discuss issues.
24. To recommend to the Scrutiny Committee appropriate training for members of the Committee on health related issues.

Executive Scrutiny Committee

1. To review and scrutinise reports and decisions due for consideration by the Cabinet collectively, and to make recommendations to Cabinet on those reports and decisions.
2. To review and scrutinise Key Decisions, other than the making of Traffic Regulation Orders of all kinds including Speed Limit Orders, due for consideration by individual Cabinet Members and to make recommendations to Cabinet Members on those decisions.
3. To review and scrutinise Key Decisions due for consideration by Cabinet Committees, and to make recommendations to the relevant Cabinet Committee on those decisions.
4. The committee may invite to any meeting of the Committee and permit to participate in discussion and debate, but not to vote, any person not a County Councillor whom the Committee considers would assist it in carrying out its functions.
5. To require any Councillor, an Executive Director or a senior officer nominated by him/her to attend any meeting of the Committee to answer questions and discuss issues in relation to the reports and decisions before it for consideration.
6. To appoint a Budgetary Scrutiny Working Group and receive recommendations from it in order to make recommendations to Cabinet on its budget proposals to Full Council.

Other Committees of the Council

By law, some important Council functions cannot be undertaken by the Cabinet, and some of these functions are exercised by the following Committees:

- Conduct Committee
- Audit and Governance Committee
- Development Control Committee
- Regulatory Committee
- Commons and Town Greens Sub-Committee
- Corporate Complaints Committee
- Pension Fund Committee
- Lancashire Pension Board
- Urgency Committee
- Employment Committee
- Student Support Appeals Committee
- Health and Wellbeing Board

Conduct Committee

Composition and role

The Committee shall consist of five County Councillors.

The Committee shall meet as and when required at the request of the Monitoring Officer to undertake its functions set out in these Terms of Reference.

Terms of Reference

1. To determine whether a councillor or co-opted member has failed to comply with the Council's Code of Conduct.
2. Where it finds that a failure to comply with the Code of Conduct has occurred to determine what action, if any, to take,

PROVIDED THAT before a decision under 1 or 2 is taken the Committee must have regard to the views of an Independent Person appointed by the Full Council who shall attend meetings of the Committee for that purpose as an observer.

3. To consider whether to grant a dispensation to a member or co-opted member under section 33 of the Localism Act 2011 relieving the

member/co-opted member from either or both of the restrictions in Section 31(4) of the Act by allowing him/her to participate in any discussion at a meeting or vote in relation to any matter in which they have a disclosable pecuniary interest.

Meetings are normally open to the public but they may be excluded where information of an exempt or confidential nature is being discussed or from meetings dealing with those matters set out at Paragraph 12 below. – see Access to Information Procedure Rules set out at Appendix 'H' to this Constitution.

Audit and Governance Committee

Purpose

The Audit and Governance Committee provides independent oversight of the adequacy of the council's governance, risk management and internal control framework, and oversees the financial reporting process.

Membership

The members of the Audit Committee shall comprise nine councillors.

Terms of Reference

Governance

1. To monitor the operation of the council's corporate governance, risk management and internal control arrangements.
2. To monitor the effectiveness of the council's strategies to counter fraud and corruption.
3. To monitor compliance with the council's local corporate governance code.
4. To promote and maintain high standards of conduct by councillors and co-opted members, to ensure that the highest ethical standards are maintained across all areas of the council's services.
5. To review and approve the council's annual governance statement.
6. To conduct an annual review of the effectiveness of the system of internal audit.

Audit

7. To approve, but not direct, the annual internal audit plan.
8. To consider periodic reports of internal audit activity and outcomes.
9. To consider the head of internal audit's annual report and opinion.
10. To consider the external auditor's annual plan.
11. To consider periodic reports on external auditor's work.
12. To consider the external auditor's annual audit letter.

Financial statements

13. To consider and approve the audited financial statements of the county council and its group subsidiaries and associates.
14. To consider and approve the audited financial statements of Lancashire County Pension Fund.

Treasury management

15. To review the council's treasury management strategy and policies.
16. To consider periodic reports of treasury management activity.

Meetings

17. The Audit Committee will meet at least four times a year.

Development Control Committee

Composition and role

The Committee comprises fifteen County Councillors who are not in the Cabinet (excepting the Cabinet Member with responsibility for Planning) and deals with applications for planning permission for waste disposal and mineral extraction developments, and for development proposed by the Council.

Meetings are open to the public but they may be excluded where information of an exempt or confidential nature is being discussed – see Access to Information Procedure Rules set out at Appendix 'H' to this Constitution.

Terms of Reference

The Committee shall carry out the following functions:

1. To determine applications for planning permission, consent or approval and other similar applications under Sections 70,72,73A and 316 of the Town and Country Planning Act 1990 and the Town and Country Planning General Regulations 1992.
2. To exercise the functions in the Town and Country Planning Act 1990 under Sections 70A (to decline to determine planning permission) 73 (to vary conditions of Planning Permissions), 94 (Completion Notices), 97 (Revocation and Modification Orders), 102 (Discontinuance Orders) 106 (Agreements Regulating Development), 171C (Planning Contravention Notices), 172 (Enforcement Notices), 183 (Stop Notices), 187A (Breach of Condition Notices), and 187B (Application for Injunctions).
3. To determine applications for certificates of lawful use or development and certificates of lawfulness of proposed use or development and issue certificates, as appropriate, under Sections 191 and 192 of the Town and Country Planning Act 1990.
4. To exercise the functions relating to the making of determinations of planning applications under Section 92 of the Town and Country Planning Act 1990 and Articles 8, 10 to 13, 15 to 22 and 25 and 26 of the Town and Country Planning (Development Management Procedure) Order 2010.
5. To exercise powers to apply for an injunction in relation to a listed building under Section 44A of the Planning (Listed Buildings and Conservation Areas) Act 1990.

6. To determine conditions to which old mining permissions, relevant planning permissions relating to dormant sites or active phase I or II sites, or mineral permissions relating to mining sites, are to be subject, under the Planning and Compensation Act 1991 and the Environment Act 1995.
7. To exercise powers to enter into agreements for the execution of highway works under Section 278 of the Highways Act 1980 in relation to development the subject of an application before the Committee for determination.
8. To exercise the function under Section 34 of the Wildlife and Countryside Act 1981 (Limestone Pavement Orders).
9. To exercise powers under Sections 198 and 199 of the Town and Country Planning Act 1990 (Tree Preservation Orders).
10. To exercise powers in relation to replacement trees under Sections 206 and 207 and 213 of the Town and Country Planning Act 1990, and powers to grant consents under Tree Preservation Orders and to give directions as to the replanting of land under paragraphs 7 and 8 of the Schedule to the Trees Regulations 1999.
11. To authorise entry onto land under Section 196(A) of the Town and Country Planning Act 1990.
12. To exercise powers under Section 54 of the Planning (Listed Buildings and Conservation Areas) Act 1990.
13. To exercise powers to make determinations, grant approvals and approve other matters relating to permitted development rights under Parts 6, 7, 11, 17, 19, 20, 21 to 24, 26, 30 and 31 of Schedule 2 to the Town and Country Planning (General Permitted Development) Order 1995.
14. To exercise powers to determine applications for Hazardous Substances Consent and related powers under Sections 9 and 10 of the Planning (Hazardous Substances) Act 1990.
15. To determine whether, and in what manner, to enforce any failure to comply with any approval, consent, licence, permission or registration granted by the Committee in the exercise of its responsibilities.
16. To make any appointments to outside bodies to which the Council is entitled to have representation in connection with the discharge of any of the Committee's functions.

17. To authorise by Order the stopping up or diversion of footpaths or bridleways under Section 257 of the Town and Country Planning Act 1990.
18. To extinguish by Order public rights of way over land held for planning purposes under Section 258 of the Town and Country Planning Act 1990.
19. To establish a Sub-Committee(s) to undertake any part of the Committee's functions.
20. To authorise the issue of temporary stop notices under Section 171E of the Town and Country Planning Act 1990.
21. To consider and approve for adoption the Supplementary Planning Guidance on Landscape and Heritage.

The Regulatory Committee

Composition and role

The Committee comprises fifteen County Councillors and deals principally with claims relating to public rights of way and various licensing and registration functions (except registration functions relating to Social Services).

Meetings are open to the public but they may be excluded where information of an exempt or confidential nature is being discussed – see Access to Information Procedure Rules set out at Appendix 'H' to this Constitution.

Terms of Reference

The Committee shall carry out the following functions:

1. To deal with all matters relating to the Review of Definitive Maps of Public Rights of Way in accordance with Part III of the Wildlife and Countryside Act 1981.
2. To exercise the following functions, duties and powers of the Council under the Highways Act 1980:
 - (a) the power to create footpaths or bridleways by agreement under Section 25;
 - (b) the power to make Orders for the creation of footpaths and bridleways under Section 26;
 - (c) to keep a register of information with respect to maps and statements deposited and declarations lodged with the Council under Section 31(6), in accordance with Section 31A;
 - (d) the power to make Orders for the extinguishment of footpaths and bridleways in accordance with Section 118;
 - (e) the power to make a rail crossing extinguishment order under Section 118A;
 - (f) the power to make a special extinguishment order for the purpose of preventing or reducing crime or of protecting school pupils or staff under Section 118B;
 - (g) the power to determine applications for public path extinguishment orders (Section 118ZA) and special extinguishment orders (Section 118C(2));
 - (h) to keep a register with respect to applications under Sections 118ZA, 118C, 119ZA and 119C in accordance with Section 121B;

- (i) the power to decline to determine applications under Sections 118ZA, 118C, 119ZA or 119C in accordance with Section 121C;
- (j) the power to make Orders for the diversion of footpaths and bridleways in accordance with Section 119;
- (k) the power to make a rail crossing diversion order under Section 119A;
- (l) the power to make a special diversion order for the purpose of preventing or reducing crime or of protecting school pupils or staff under Section 119B;
- (m) the power to require an applicant for a special diversion order to enter into an agreement in accordance with Section 119C(3);
- (n) the power to make an SSSI diversion order under Section 119D;
- (o) the power to make a public path diversion order (Section 119ZA) and a special diversion order (Section 119C(4));
- (p) the power to assert and protect the rights of the public to the use and enjoyment of highways under Section 130;
- (q) to serve notice of proposed action in relation to an obstruction in respect of which notice has been served on the Highway Authority in accordance with Section 130A;
- (r) the power to apply for a variation of an order made under Section 130B in accordance with Section 130B(7);
- (s) the power to authorise the temporary disturbance of the surface of a footpath or bridleway under Section 135;
- (t) the power temporarily to divert footpaths or bridleways under Section 135A;
- (u) to exercise the functions relating to the making good of damage to and the removal of obstructions from footpaths or bridleways under Section 135B;
- (v) the power to remove things so deposited on highways as to be a nuisance under Section 149;
- (w) to permit deposit of builder's skip on highway under (S139);
- (x) to license planting, retention and maintenance of trees etc. in part of a highway under Section 142;
- (y) to authorise erection of stiles on footpaths or bridleways (S147);
- (z) to license works in relation to buildings etc. which obstruct the highway (S169);
- (aa) to consent to temporary deposits or excavations in streets (S171);
- (bb) to authorise erection of hoardings or fences (S172);
- (cc) to restrict the placing of rails, beams etc. over highways under Section 178;
- (dd) to determine applications for consent to construct vaults, arches and cellars under streets or carriageways (S179);
- (ee) to determine applications for consent to the making of openings in footways for access to cellar or vault under street (S180);

3. The power to extinguish certain public rights of way under Section 32 of the Acquisition of Land Act 1981.
4. The power to designate a footpath as a cycle track under Section 3 of the Cycle Tracks Act 1984.
5.
 - (a) The power to enter into agreements with respect to means of access under Section 35 of the Countryside and Rights of Way Act 2000;
 - (b) The power to provide access in the absence of an agreement under Section 35, in accordance with Section 37 of the Countryside and Rights of Way Act 2000.
6. To determine, when dealing with claims under Part III of the Wildlife and Countryside Act 1981, that a right of way is an ancient highway, and therefore maintainable at public expense, in those cases where the evidence in support of the claim justifies such a determination.
7. The power to apply for an Order against unlawful works on common land under Section 41 of the Commons Act 2006.
8. The power to take steps to protect unclaimed common land or town or village greens against unlawful interference and to institute proceedings under Section 45 of the Commons Act 2006.

Other Licensing Registration and Regulatory Functions

1. To issue, amend or replace safety certificates (general or special) under the Safety of Sports Grounds Act 1975, for sports grounds, and under the Fire Safety and Safety at Places of Sport Act 1987, for regulated stands at sports grounds.
2. To maintain Registers of, and/or issue licenses, in connection with the following (including any consequential functions):
 - (a) persons and premises for the sale of specified poisons under Sections 3(1)(b)(ii), 5, 6 and 11 of the Poisons Act 1972;
 - (b) animal movements under Articles 12 to 14 of the Pigs (Records, Identification and Movement) Order 1995, and Article 5(2) of the Cattle Identification Regulations 1998;

- (c) performing animals under Section 1 of the Performing Animals (Regulation) Act 1925.
- 3. To licence the employment of children under the Children and Young Persons Acts 1933 and 1963.
- 4.
 - (a) To exercise the Council's powers under the Commons Registration (New Land) Regulations 1969 to register common land or town or village greens (except where the power is to be exercised solely for the purpose of giving effect to an exchange of land by an order under Section 19(3) or Schedule 3 of the Acquisition of Land Act 1981, or an order under Section 147 of the Inclosure Act 1845).
 - (b) To make recommendations to the Cabinet Member with responsibility for the Environment on matters under the Commons Registration Act 1965 as amended and Regulations thereunder where responsibility lies with the Cabinet.
- 5 To register variations of rights of common under Regulation 29 of the Commons Registration (General) Regulations 1966.
- 6.
 - (a) To exercise the Council's functions and powers under any "relevant statutory provision" within the meaning of Part 1 of the Health and Safety at Work etc 1974 (relating to health, safety and welfare in connection with work, and control of dangerous substances including explosives, petroleum and celluloid) to the extent that those powers are discharged other than in the Council's capacity as an employer save as in 6b below.
 - (b) To assent or dissent to a licence for the site of any new factory for the manufacture of explosives under The Explosives Act 1875 - 1923.
- 7. To exercise the Council's functions under Sections 1, 2 10 and 19 of the Sea Fisheries Regulation Act 1966.
- 8. To issue permits for the operation of minibuses under Section 19 of the Transport Act 1985.
- 9. To grant a Street Works Licence under Section 50 of the New Roads and Street Works Act 1991.
- 10. To approve premises for the solemnisation of marriages under Section 46A of the Marriage Act 1949 and associated Regulations.

11. To exercise any powers of the Council contained in Local Acts which involve the granting of a consent, licence, permission, registration or similar function.
12. To determine whether, and in what manner, to enforce any failure to comply with any approval, consent, licence, permission or registration granted by the Committee in the exercise of its responsibilities.
13. To make appointments to outside bodies to which the Council is entitled to have representation in connection with the discharge of any of the Committee's functions.
14. To establish Sub-Committees to undertake any part of the Committee's functions.
15. To exercise the duties powers and functions of the County Council as Registration Authority under Part 1 Commons Act 2006.

Commons and Town Greens Sub-Committee

Composition and role

The Sub-Committee shall be established by the Regulatory Committee and comprise eleven County Councillors to authorise appropriate alterations to the Registers of Common land and Town Greens.

Meetings are open to the public but they may be excluded where information of an exempt or confidential nature is being discussed – see Access to Information Procedure Rules set out at Appendix 'H' to this Constitution.

Terms of Reference

The Committee shall carry out the following functions:

1. To exercise the Council's powers under the Commons Registration (New Land) Regulations 1969 to register common land or town or village greens (except where the power is to be exercised solely for the purpose of giving effect to an exchange of land by an order under Section 19(3) or Schedule 3 of the Acquisition of Land Act 1981, or an order under Section 147 of the Inclosure Act 1845).
2. To make recommendations to the Cabinet Member with responsibility for the Environment on matters under the Commons Registration Act 1965 as

amended and Regulations thereunder where responsibility lies with the Cabinet.

3. To amend the register in respect of rights of common under Regulation 29 of the Commons Registration (General) Regulations 1966, namely to apportion, vary, extinguish, release or transfer a right of common.
4. To exercise the duties powers and functions of the County Council as Registration Authority under Part 1 Commons Act 2006.

Corporate Complaints Committee

Composition and role

The Committee comprises of nine County Councillors and its role is to consider complaints made by members of the public against the Council under its Corporate Complaints Procedure.

This Committee will normally be dealing with confidential information and consequently the greater part of its meetings will be in private.

Terms of Reference

The Committee shall carry out the following function:

Complaints

1. To consider any complaint made against the Council by a member of the public, when the complaint has not been satisfactorily resolved by the Service Area, to whom the complaint was made, and the complaint is referred to the Committee for their consideration in accordance with the Council's Corporate Complaints Procedure.
2. To continually improve the service it delivers the Complaints Committee may annually assess how complaints were dealt with on a random sampling basis.

(NOTE: The Committee do not consider Complaints relating to Children's and Adult's Social Care functions for which separate, statutory procedures exist).

Pension Fund Committee

Composition and role

1. The Pension Fund Committee ("the Committee") comprises fourteen County Councilors and seven voting co-optees representing the following organisations:
 - a. One co-optee representing the Further and Higher Education sector in Lancashire;
 - b. One co-optee from Blackburn with Darwen Council;
 - c. One co-optee from Blackpool Council;
 - d. Two co-optees representing Trade Unions; and
 - e. Two co-optees representing the Lancashire borough and city councils.
2. The role of the Committee is to:
 - a. Fulfil the role of Scheme Manager, as set out in regulations, of the Lancashire County Pension Fund ("the Fund");
 - b. establish policies in relation to investment management, which shall include meeting with the Investment Panel to consider future Investment policy for the Fund;
 - c. monitor and review investment activity and the performance of the Fund; and
 - d. present an annual report to the Full Council on the state of the Fund and on the investment activities during the preceding year.
3. Meetings of the Committee shall be open to the public, but the public may be excluded where information of an exempt or confidential nature is being discussed – see Access to Information Procedure Rules set out at Appendix 'H' to the County Council's Constitution.

Terms of Reference

General

1. To exercise Lancashire County Council's responsibility for the management of the Fund, including the administration of benefits and strategic management of Fund assets and liabilities.
2. To determine which pension related functions and responsibilities should be exercised under a Scheme of Delegation to the Director of the Lancashire County Pension Fund.

3. To review governance arrangements and the efficient and effective use of external advisors to ensure good decision-making.
4. To appoint a minimum of two suitable persons to an Investment Panel through a sub committee convened for that purpose.
5. To meet at least quarterly, or otherwise as necessary, with the Investment Panel in attendance
6. To approve the overall appropriate and necessary training requirements for members of the Committee.

Policy and Strategic Planning

7. To approve the following key policy documents:
 - a. A rolling 3 Year Strategic Plan;
 - b. Statement of Investment Principles,
 - c. Governance Policy Statement
 - d. Governance Compliance Statement.
 - e. Pension Fund Annual Report, including the Annual Administration Report.
 - f. The Funding Strategy Statement to include the Fund's policy in respect of:
 - i. the Funding Target;
 - ii. the collection of employee contributions;
 - iii. the collection of employer contributions;
 - iv. the collection of additional employer contributions; and
 - v. Admissions and Terminations.
 - g. Pensions Administration strategy statement;
 - h. Communication Policy statement;
 - i. Internal Dispute Resolution Procedure;
 - j. Death Grant Procedure;
 - k. Bulk Transfer Payment Policy;
 - l. Commutation policy (small pensions);
 - m. Transfer policy; and
 - n. Abatement policy

Monitoring Performance

8. To receive periodic reports from the Director – Lancashire County Pension Fund to ensure that best practice is being adopted and value for money being delivered in relation to
 - a. The performance of the Fund's investments;
 - b. The performance of the Fund's administration service

Investment

9. To have overall responsibility for investment policy.
10. To approve and review on a regular basis an overall Investment Strategy and subsidiary Strategies for such asset classes as the Investment Panel consider appropriate.
11. To submit an annual report to the Full Council on the performance and state of the Fund and on the investment activities during the year.
12. To approve the policies and procedures for any internally managed Fund investments.

Procurement

13. To approve the procurement process, tender award criteria and evaluation methodology in advance of any tender being invited for the appointment of external advisers and other external assistance in relation to the management of the Fund, to include:
 - a. external Investment Managers to discharge functions to be determined by the Committee relating to the management of the Fund's investments;
 - b. external property agents and advisors;
 - c. an external corporate governance adviser;
 - d. an external Fund custodian;
 - e. external performance measurement advisers;
 - f. the Fund Actuary; and
 - g. the Fund's AVC Provider.

Pension Board of the Lancashire County Pension Fund

Terms of Reference and Delegated Authorities

1. Role of the Local Pension Board

The role of the Lancashire Pension Board as defined by sections 5 (1) and (2) of the Public Service Pensions Act 2013, is to:

- a. To assist Lancashire County Council as Administering Authority in its role as Scheme Manager:
 - i. to secure compliance with the LGPS regulations and any other legislation relating to the governance and administration of the LGPS;
 - ii. to secure compliance with requirements imposed in relation to the LGPS by the Pensions Regulator; and
 - iii. in such other matters as the LGPS regulations may specify
- b. To secure the effective and efficient governance and administration of the LGPS for the Lancashire County Pension Fund; and
- c. To provide the Scheme Manager with such information as it requires to ensure that any member of the Pension Board or person to be appointed to the Pension Board does not have a conflict of interest.

The Pension Board will ensure it effectively and efficiently complies with the code of practice on the governance and administration of public service pension schemes issued by the Pension Regulator.

The Pension Board will also help ensure that the Lancashire County Pension Fund is managed and administered effectively and efficiently and complies with the code of practice on the governance and administration of public service pension schemes issued by the Pension Regulator.

The Pension Board shall meet sufficiently regularly to discharge its duties and responsibilities effectively, but not less than four times in any year.

2. Membership and Appointment Process

The Pension Board shall consist of 9 members and be constituted as follows:

- a. 4 employer representatives, of whom;

- i. 2 shall be nominated by Lancashire County Council, where these are councilors or officers they shall meet the requirements of the relevant regulations in relation to avoidance of conflict with the County Council's role as Administering Authority;
 - ii. 1 shall be nominated by the Unitary, City, and Borough Councils and the Police and Fire bodies which are employers within the Lancashire County Pension Fund; and
 - iii. 1 shall be nominated by all other employers within the Fund.
- b. 4 scheme member representatives of whom;
 - i. 2 shall represent and be drawn from active members of the Lancashire County Pension Fund;
 - ii. 1 shall represent and be drawn from pensioner members of the Lancashire County Pension Fund;
 - iii. 1 shall represent and be drawn from deferred members of the Lancashire County Pension Fund.
- c. 1 independent member selected by the Scheme Manager, who shall not be a member of the Lancashire County Pension Fund and who shall be appointed as Chair of the Board. Such appointment will only be made following an openly advertised competition for the role.

Members in all categories will only be appointed to the Board by the Scheme Manager if they meet the skill and knowledge requirements set out in the relevant regulations and guidance, and as set out in section 7, below.

Members of the Board in categories a) iii., and b) i., ii., and iii., shall only be appointed after all employers or members of the Fund in those categories have been invited to put forward nominations. Where there is more than one nomination in any category then any nominee who meets the relevant knowledge and skills requirement will be included on a ballot of all members or employers in the relevant category. The winner in such a ballot will be the candidate with the greatest number of votes under the "first past the post" method.

Members of the Board will serve for a term of four years. Other than as a result of retirement at the expiry of this period the term of office will come to an end:

- a. For employer representatives who are councilors if they cease to hold office as a councillor;

- b. For employer representatives who are not councilors when they cease to be employed by the employing body where they were employed on appointment;
- c. For scheme member representatives if they cease to be a member of the relevant member group.

Each Board member should endeavour to attend all Board meetings during the year and is required to attend at least 3 meetings each year. Given the nature of the Board as a supervisory body and the need for appropriate knowledge and skills and the clear avoidance of conflicts of interest substitute members are not permitted.

In the event of consistent non-attendance by any Board member, then the tenure of that membership should be reviewed by the other Board members in liaison with the Scheme Manager.

Other than by ceasing to be eligible as set out above, a Board member may only be removed from office during a term of appointment by the unanimous agreement of all of the other members. The removal of the independent member requires the consent of the Scheme Manager.

3. Quorum

The Board shall not be quorate unless the Chair and at least 2 employer representatives and 2 scheme member representatives are present.

4. Conflicts of Interest

The policy for identifying conflicts of interest is set out in a separate policy document.

5. Board Review Process

The Board will undertake each year a formal review process to assess how well it and its members are performing with a view to seeking continuous improvement in the Board's performance.

6. Advisers to the Board

The Board may be supported in its role and responsibilities through the appointment of advisers, in addition to the Scheme Manager's officers and the Fund's various advisers and shall, subject to any applicable regulation and legislation from time to time in force, consult with such advisers to the Board and on such terms as it shall see fit to help better perform its duties.

The Board shall ensure that the performances of the advisers so appointed are reviewed on a regular basis.

7. Knowledge and Skills

A member of the Pension Board must be conversant with:

- 1 The legislation and associated guidance of the Local Government Pension Scheme (LGPS).
- 2 Any document recording policy about the administration of the LGPS which is for the time being adopted by the Lancashire County Pension Fund.

A member of the Pension Board must have knowledge and understanding of:

- a. The law relating to pensions, and
- b. Any other matters which are prescribed in regulations.

It is for individual Pension Board members to be satisfied that they have the appropriate degree of knowledge and understanding to enable them to properly exercise their functions as a member of the Pension Board.

In line with this requirement Pension Board members are required to be able to demonstrate their knowledge and understanding and to refresh and keep their knowledge up to date. Pension Board members are therefore required to maintain a written record of relevant training and development.

Pension Board members will undertake a personal training needs analysis and regularly review their skills, competencies and knowledge to identify gaps or weaknesses.

Pension Board members will comply with the Scheme Manager's training policy.

8. Board Meetings – Notice Minutes and Reporting

The Scheme Manager shall give notice to all Pension Board members of every meeting of the Pension Board, and shall ensure that all papers are published on the Lancashire County Pension Fund Website at least 5 working days prior to each meeting. These may at the discretion of the Scheme Manager be edited to exclude items on the grounds that they would either involve the likely disclosure of exempt information as specified in Part 1 of Schedule 12A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act and/or they represent data covered by the Data Protection Act 1998.

The Scheme Manager shall ensure that a formal record of Pension Board proceedings is maintained. Subsequent to each meeting the Chair will be asked to approve the minutes for publication as a draft and circulation to all members of the Board.

The Pension Board shall on an annual basis produce a report on both the nature and effect of its activities for consideration by the Administering Authority. The contents of this annual report will be subject to consideration and agreement at a meeting of the Board, but should include, inter alia:

- a) Details of the attendance of members of the Board at meetings,
- b) Details of the training and development activities provided for members of the board and attendance at such activities;
- c) Details of any recommendations made by the Board to the Scheme Manager and the Scheme Manager's response to those recommendations;
- d) Details of the costs incurred in the operation of the Board

The Board in considering items of business at its ordinary meetings shall in relation to each item consider whether it wishes to make a recommendation to the Scheme Manager, to which the Scheme Manager shall respond at the subsequent meeting.

9. Remit of the Board

The Pension Board must assist the Scheme Manager with such other matters as the scheme regulations may specify. It is for scheme regulations and the Scheme Manager to determine precisely what the Pension Board's role entails. This role involves but is not limited to oversight and comment on:

- Performance standards;
- Customer service standards;
- Data quality and record keeping;
- Relative and absolute costs of running the fund;
- Learning from appeals and complaints;
- The application of specific policies within the fund, and
- The steps required to address any deficit within the fund.

10. Standards of Conduct

The role of Pension Board members requires the highest standards of conduct and therefore the “seven principles of public life” will be applied to all Pension Board members and embodied in their code of conduct.

These principles are:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

11. Decision making

Each member of the Pension Board will have an individual voting right but it is expected the Pension Board will as far as possible reach a consensus. The Chair of the Pension Board will not have a final deciding vote.

12. Publication of Pension Board information

Scheme members and other interested parties will want to know that the Lancashire County Pension Fund is being efficiently and effectively managed. They will also want to be confident that the Pension Board is properly constituted, trained and competent in order to comply with scheme regulations, the governance and administration of the scheme and requirements of the Pension Regulator.

Up to date information will be posted on the Lancashire County Pension Fund website showing:

- The names, contact details and other relevant information about the Pension Board members
- How the scheme members are represented on the Pension Board
- The responsibilities of the Pension Board as a whole
- The full terms of reference and policies of the Pension Board and how they operate
- Details of the Pension Board appointment process
- Any specific roles and responsibilities of individual Pension Board members.

The Scheme Manager will also consider requests for additional information to be published or made available to individual scheme members to encourage scheme member engagement and promote a culture of openness and transparency.

13. Accountability

The Pension Board will be collectively and individually accountable to the Scheme Manager.

14. Expense Reimbursement and Remuneration

All members of the Board shall, on the production of relevant receipts be reimbursed for travel and subsistence expenses they have actually and necessarily incurred in the conduct of their duties as a member of the Board, including attendance at relevant training and development activities.

Members of the Board shall be reimbursed a mileage allowance for use of their own car at the rate proscribed by the Inland Revenue from time to time as adopted by Lancashire County Council.

Where members of the Board are in employment their employer will be able to reclaim from the Lancashire County Pension Fund a sum equivalent to salary, employers' national insurance contributions and employers' pension contributions, in respect of time spent by the individual in fulfilling their duties as a member of the Board, including attendance at relevant training and development activities.

The Chair of the Board shall receive a fixed annual allowance set initially (2015) at £10,000 pa (in addition to travel and subsistence expenses) to be inflated in April each year by the retail price index for the previous September.

15. Reporting Breaches

Any breach brought to the attention of the Pension Board, whether potential or actual, shall be dealt with in accordance with the procedure set out in a separate policy document.

16. Definitions

The undernoted terms shall have the following meaning when used in this document:

"Pension Board" or "Board"

Means the local Pension Board for the Lancashire County Council as administering authority for the Lancashire County Pension Fund as required under the Public Service Pensions Act 2013

"Scheme Manager"

Means the Pension Fund Committee as administering authority of the Lancashire County Pension Fund.

“Chair”

The individual responsible for chairing meetings of the Board and guiding its debates.

“LGPS”

The Local Government Pension Scheme as constituted by the Local Government Pension Scheme Regulations 2013, the Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014 and the
The Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009

“Scheme”

Means the Local Government Pension Scheme as defined under “LGPS”

Urgency Committee

Composition and role

The Committee comprises thirteen County Councillors of whom no more than two shall be members of the Cabinet.

Meetings are open to the public but they may be excluded where information of an exempt or confidential nature is being discussed – see Access to Information Procedure Rules set out at Appendix 'H' to this Constitution.

Terms of Reference

The Committee shall carry out the following functions:

Except those matters which cannot be delegated under Section 101 of the Local Government Act 1972, to deal with any matter requiring a decision by the Full Council which cannot await its next meeting, including any matters which have been delegated to the Committee by the Full Council.

The following matter has been specifically delegated to the Committee by the Full Council:-

To approve any minor amendments to the Constitution for the purpose of improving its operational efficiency or for giving greater clarity to the existing processes.

Employment Committee

The Committee comprises 8 County Councillors (4 Labour, 3 Conservative, 1 Liberal Democrat), chaired by the Leader of the Council and including an appropriate cabinet member or lead member depending upon the specific issue being dealt with. The Committee shall discharge the following functions.

A. Appointment and Dismissal of Senior Officers

1. Subject to paragraph 4 and paragraph 5 below, the Committee shall be responsible for the appointment and dismissal (including dismissal by reason of redundancy) of the Chief Executive, Executive Directors, the Monitoring Officer (the Director of Governance, Finance and Public Services) and the Chief Financial Officer (the Director of Financial Resources), collectively referred to as "Senior Officers".
2. In the case of appointments, subject to paragraphs 4 and 5 below, the Committee may, where appropriate, agree to make a permanent appointment of an existing member of staff by way of redeployment or agree to a temporary appointment for a fixed term of not normally more than 12 months.
3. Where an appointment is not made in accordance with paragraph 2 the Committee shall:
 - (a) Draw up a job description and person specification;
 - (b) Determine the arrangements for recruitment to the post including, where they consider it appropriate, the appointment of recruitment consultants and advertising;
 - (c) Make arrangements to interview such applicants for the post as they may determine.
4. Where the Committee is appointing or dismissing the Chief Executive, the Monitoring Officer or Chief Financial Officer the Full Council must approve the appointment or dismissal before an offer of appointment is made or notice of dismissal is given, subject to paragraph 5 below.
5. No offer of appointment (including by way of an appointment pursuant to paragraph 2) or notice of dismissal shall be made until the proposed action (including the name and any other particulars the Committee consider relevant) has been notified to every member of the Cabinet and that either:

- (a) Within the period specified in the notification no objection has been made by the Leader on behalf of the Cabinet to the proposed action; or
- (b) the Committee making the decision is satisfied that any objection made is not material or is not well founded; or
- (c) the Leader has, within the period specified in the notification, notified the Committee that neither he/she nor any member of the Cabinet has any objections.

Senior Officers - Conditions of Service

- 6. The Committee shall exercise all necessary functions required by the JNC Conditions of Service including the exercise of any discretions or determining any issue in relation to those Conditions of Service.
- 7. The appraisal of Senior Officers shall be carried out by the Chief Executive.

Disciplinary Action

- 8. No disciplinary action within the meaning of Part II of the Local Authorities (Standing Orders) (England) Regulations 2001 in respect of the Chief Executive, the Monitoring Officer or Chief Financial Officer except action described in paragraph 9, may be taken by the Full Council or any other body or person acting on their behalf, other than in accordance with a recommendation in a report made by a designated independent person under Regulation 7 of those Regulations.
- 9. The action mentioned in paragraph 8 is the suspension of the officer for the purpose of investigating the alleged misconduct occasioning the action. Any such suspension shall be on full pay and terminate no later than the expiry of two-months beginning on the day on which the suspension takes effect. A decision to suspend the Chief Executive shall be taken by the Committee but provided always that in an emergency, if an exceptional situation arises whereby allegations of misconduct by the Chief Executive are such that his/her remaining presence at work poses a serious risk to the health and safety of others or the resources, information or reputation of the Council, then the power to suspend may be exercised by the Chair of the Committee (subject to a decision to suspend being ratified by the Employment Committee within 7 days of the decision).
- 10. A decision to suspend the Monitoring Officer, the Chief Financial Officer or an Executive Director shall be taken by the Chief Executive.

11. Subject to paragraphs 8 and 9 any disciplinary action in relation to a Senior Officer will be dealt with by the Committee in accordance with the appropriate JNC Disciplinary Procedure.
12. Subject to paragraphs 8 and 9 the Committee is authorised to take any disciplinary action in respect of a Senior Officer short of dismissal with no requirement to consult cabinet members in accordance with paragraph 5 above or to seek approval from the Full Council.
13. Any appeal against action short of dismissal will be considered by an Appeals Committee established by the Full Council comprising five members of the Council who have not had any prior involvement in the case including at least one member of the Cabinet. The role of the Appeals Committee will be to review the case and the decision taken by the Employment Committee and either confirm the action taken or to award no sanction or a lesser sanction. The decision of the Appeals Committee will be final.
14. In the event that the Committee's decision is to propose to dismiss the Chief Executive, Monitoring Officer or Chief Financial Officer the appeal stage will be fulfilled by the Full Council when they consider that proposal in accordance with paragraph 4.

Capability and Dismissal Procedures

11. Any issue regarding the capability of a Senior Officer shall be dealt with by the Committee in accordance with the JNC Conditions of Service.
12. Any issue which is not appropriately dealt with under the Disciplinary or Capability Procedures but which may result in the dismissal of the Senior Officer will be dealt with by the Committee.

Appointment, Dismissal and Disciplinary Action

- 13 The functions of appointment, dismissal, and taking disciplinary action against any employee other than those referred to at paragraphs A1-12 above must be discharged by the Chief Executive or by an officer(s) of the Council nominated by him and in accordance with such procedures as may be determined by the Committee as referred to at paragraph B1 below.
- 14 The Chief Executive and other Senior Officers may appoint, dismiss (including dismissal by reason of redundancy) and discipline all Directors in accordance with the Council's procedures. Appointments and dismissals can only proceed after all cabinet members have been notified by Democratic Services of the proposed appointment or dismissal. Agreed corporate processes must be followed in respect of all redundancy payments.

B. All Other Staff

Terms and Conditions of Employment

The Committee shall:

1. Determine the terms and conditions on which employees hold office including (but not limited to):
 - The Council's pay and grading structure;
 - Any fees, allowances or payments made to employees, including any relating to termination of employment;
 - Any policies, procedures and practices relating to employment including recruitment and selection;
 - Any collective agreements relating to the above.
 - To determine policy in relation to the release of pension benefits (LGPS and TPS) where employer discretion/consent is required.
2. Consider, at the request of a recognised trade union, any disagreement regarding the matters referred to at paragraph 1 above (excluding issues relating to individual employees). In referring any such matter the trade union(s) concerned shall be entitled to make oral representations to the Committee to such extent as the Committee consider appropriate.
3. Determine the facilities to be provided to trade union representatives.
4. Recommend to Full Council for approval an Annual Pay Policy Statement as required by section 38 of the Localism Act 2011 for each financial year having regard to any guidance issued or approved by the Secretary of State.
5. Monitor the operation of the Statement of Ethical Standards for employees and the Register of Interests for employees.

C. Global Renewables Lancashire Operations Limited

Terms and Conditions of Employment

The Committee shall be responsible for determining the terms and conditions of service on which all employees of Global Renewables Lancashire Operations Limited ("the Company") are engaged and approving the Company's proposals in respect of the same.

This shall include, but not be limited to the following:

1. approving the Company's pay and grading structure;
2. approving the payment of any bonuses and the performance objectives on which the payment of bonuses will be based;
3. ensuring that all employees of the Company are paid a minimum of the living wage;
4. approving the Company's employment policies, procedures and practices;
5. determining the Company's pension arrangements, including all matters concerning admission to the Local Government Pension Scheme;

In discharging its obligations, the Committee shall ensure that, so far as is possible, the principles of equality are maintained vis-à-vis the terms and conditions of employees of the County Council in comparable positions.

Student Support Appeals Committee

Composition and role

The Committee comprises four County Councillors. It will normally be dealing with confidential information and consequently the greater part of its meetings will be in private.

Terms of Reference

The Committee shall discharge the following functions:

1. To consider, with power to act, appeals against decisions of the County Council concerning home to school/college transport.
2. To consider, with power to act, appeals against decisions of the County Council relating to awards, grants and welfare benefits.
3. To approve the writing off of over-payments/debts of awards grants.

Lancashire Health and Wellbeing Board Terms of Reference

1. Purpose

To lead on the strategic co-ordination of commissioning of health, social care and health related services across the NHS, social care and public health.

The starting point for the Health and Wellbeing Board is one of assumed collaboration.

2. Principles

The Health and Wellbeing Board will operate in accordance with the following principles:

- Members of the Board will accept shared leadership for the health and wellbeing of the communities of Lancashire.
- The Board will promote joint working and wide engagement amongst bodies working for the health and wellbeing of the people of Lancashire, whether represented on the board or not.
- The Board will be open, transparent and accountable in its actions and decisions.
- The Board will be inclusive and seek to engage with patients, service users and the public.
- Board members will have respect for each other's organisational culture, and relationships will be based on trust.
- The Board collectively is accountable to the County Council, individual board members are representing their respective organisations and bodies.
- There will be a commitment to drive real and meaningful change to improve services and outcomes.
- All decisions will be based on parity between board members and a commitment to shared responsibility for decisions.
- The Board and its members will work in partnership and collaborate with other non-health related strategic partnerships in Lancashire.

3. Functions

- To prepare a Joint Strategic Needs Assessment (JSNA) for Lancashire.
- To determine the priorities for, and prepare, the Joint Health and Wellbeing Strategy for Lancashire, that spans the NHS, social care, public health, and wider health determinants. The Strategy will be based on the JSNA and will focus on priority outcomes which address the health inequalities in Lancashire.

- To promote integration and partnership between health and social care commissioners, including providing advice, assistance and support to encourage arrangements under Section 75 of the National Health Service Act 2006 in connection with the provision of health and social care services.
- To encourage close working between commissioners of health related services and the board.
- To encourage close working between commissioners of health related service and commissioners of health and social care services.
- To ensure that, regardless of provider, commissioning decisions for health and wellbeing are in line with the joint Health and Wellbeing Strategy and take due notice of the JSNA, and any structures underneath the Lancashire Health & Wellbeing board are fit for purpose and align with commission plans.
- To co-ordinate effort to make the public monies invested in health and wellbeing work effectively to address the health inequalities to deliver the priorities in the Health and Wellbeing Strategy.
- Hold to account those responsible for the delivery of the outcomes set out in the Strategy.
- Lobby and represent the views of health agencies in Lancashire to regional and national policy makers.
- The Board cannot discharge the functions of any of the Partners.
- Where appropriate, to make arrangements for the exercise of the functions of the Board jointly with the Health and Wellbeing Board of another local authority.
- To require information from the local authority or any other representative serving on the Board in connection with the discharge of its functions, where that information is a function of that representative's role.

4. Membership

The membership of the Lancashire Health and Wellbeing Board will consist of:

- Cabinet Member for Health & Wellbeing, LCC* (Chairperson)
- Cabinet Member for Children and Schools, LCC
- Cabinet Member for Adult and Community Services, LCC
- Fourth County Councillor to be nominated by the Liberal Democrat Group, LCC
- Executive Director with responsibility for adult social services, LCC* (Director of Adult Social Care)
- Director of Public Health, LCC*
- Executive Director with responsibility for children's social services, LCC*

- (Director of Children’s Services)
- 6 Clinical Commissioning Group (CCG) Network Members* (1 to be nominated by each CCG)
- Director of Lancashire Area Team (National Commissioning Board)
- 3 District Councillors (one from each of the sub areas of Lancashire, to be nominated by the Lancashire Leaders Group)
- 1 District Council Chief Executive (To be nominated by the Lancashire Chief Executives Group)
- Third Sector Representative (To be nominated by One Lancashire)
- Chairperson of Healthwatch*
- 2 Providers (To be nominated by Chief Executives of NHS Foundation Trusts)

* Denotes core member of the Board. Core members have automatic voting rights and the County Council can decide whether other non-core members can have voting rights. The County Council has decided that all members as listed above will have equal voting rights. All members are required to abide by the Lancashire County Council Members' and Co-opted Members' Code of Conduct.

5. Meeting Arrangements

Unless specified below, meeting arrangements are subject to the County Council's procedural standing orders:

- The County Council's Cabinet Member with responsibility for Health and Wellbeing will be the Chair of the Board.
- The Board will appoint Deputy Chair annually.
- The Board will meet quarterly, or more/less frequently if it so decides.
- The quorum at a meeting of the Board shall be a quarter of the whole number of voting members of the Board with at least one cabinet member being present.
- Substitutes for Board members are permitted with written notification being given to the clerk by the relevant nominating body in advance of the meeting.
- Meetings of the Board are open to the public but they may be excluded where information of an exempt or confidential nature is being discussed – see Access to Information Rules set out at Appendix 'H' in the County Council's Constitution.

Annex D Local Members Grants Scheme

Details of the Local Members Grant Scheme can be found at the following link [Lancashire County Council Local Members Grant Scheme](#)

ANNEX E SCRUTINY WORK PROGRAMMES

Scrutiny Committee Work Plan 2014/15

15 May 2015		Visit to MASH		
19 June 2015		Child and Adolescent Mental Health Service (CAMHS)	Dave Carr	Update Report on the review of CAMHS by the Health and Wellbeing Board
		Apprenticeships	Eddie Sutton/ Anne Marie Morgan	
17 July 2015		Safeguarding Children	Lancashire Safeguarding Children Board/ Louise Taylor/ Lancashire Constabulary	Update from the meeting held in December 2014
		Child and Adolescent	Dave Carr	Outcomes of the review of CAMHS by the Health and Wellbeing Board

		Mental Health Service (CAMHS)		
		Lancashire Enterprise Partnership	Martin Kelly	Quarterly Update
18 September 2015		Road Safety		Details to be agreed
		Learning Disabilities	Tony Pounder	

Future Topics: not yet scheduled

- Bus Services and Subsidies - to consider outcomes of discussions with districts and next steps
- Transforming Social Care - to consider the work undertaken by independent consultants
- Libraries and Cultural Services

Task Groups

The following task and finish groups are ongoing or have recently been established:

- Planning Matters: Interface between upper and lower tiers authorities in making the right decisions on planning applications (especially flood management and educational provision)
- Fire Prevention Measures in Schools
- Transport Asset Management Plan (TAMP)

Health Scrutiny Committee Work Plan 2014/15

Amendment date: 12.2.15

Starting Well		
Date	Health Scrutiny Committee	Steering Group
22 July	<p>Families:-</p> <ul style="list-style-type: none"> • Pregnancy • Early years • Healthy lifestyles 	<ul style="list-style-type: none"> • NHS England Lancashire Area Team • Home Care Procurement update • Care Act implementation – challenges for LCC
2 September	<ul style="list-style-type: none"> • Health needs assessments of families • School nurses • Health visitors 	<ul style="list-style-type: none"> • Lancashire Teaching Hospitals Trust – pre CQC inspection discussion • NWAS – 5 year plan • CCG commissioning arrangements for enhanced support services for adults with learning disabilities • CQC – information sharing protocols • Lancashire Care Foundation Trust – inpatient facilities update • NHS England – Lancashire Area Team: relationship with scrutiny

Living Well

7 October

Economic Impact:-

- Links between economy and public health (food banks, fuel poverty)
- Role of the LEP
- Impact on services – who is affected most?

25 November

Environment:-

- Healthy spaces
- Housing
 - Planning processes – role of 'Health Planner'
 - Affordability
 - Sustainability

Annual complaints report – Angela Esslinger

Disabled Facilities Grants task group report – Richard Newman-Thompson

13 January

Self-Care:-

- Improving health literacy to make healthier lifestyle choices

- F&WCCG – 5 year plan and annual review
- Lancashire Teaching Hospitals Trust – update
- New congenital heart disease review
- Breast services at Southport Hospital
- Healthy Lifestyles team – Lancashire Care Foundation Trust
- Blackpool Teaching Hospitals Trust strategic plans
- Healthier Lancashire Programme – NHS England
- East Lancs CCG – Health Access Centre
- Calderstones – post CQC inspection and action plan update

	<ul style="list-style-type: none"> Community assets/local solutions – identification and support 	
Ageing Well		
4 March	<p>CC Azhar Ali and Sakthi Karunanithi to attend HSC to discuss:</p> <ul style="list-style-type: none"> HWB Strategy BCF development & implementation Relationship between the Board and HSC 	<ul style="list-style-type: none"> Response from Cabinet Member to NHS Health Checks task group report LCFT inpatient facility update Healthier Lancashire programme
14 April	<p>Independence:-</p> <ul style="list-style-type: none"> Dementia friendly boroughs Support for carers Social isolation Falls prevention Access to services for people with LTCs 	
Task Groups		
June – to report in November	Disabled Facilities Grants	Chair: CC Newman-Thompson

Topics for further consideration/inclusion in a future work plan

- Renewable energy
- Policies affecting different demographics
- Getting maximum impact from voluntary sector – how they are supported
- Access to welfare rights
- Access to sexual health services
- Emergency planning
- Climate change
- Update on recommendations of the Care Complaints task group
- Trust Board Governance
- Specialised Commissioning
- Drop-In Centres
- NHSE consultation on LATs
- Mortality reduction
- Complaints of domiciliary care (from the Care Complaints task group)
- Standards of care in residential and nursing homes

Education Scrutiny Committee – Workplan 2015/16

Date of Meeting	Topic	Author	Purpose/Key issues
21 st July	<p>the Breadth & Quality of the 14 – 19 year old Education & Training provision for all young people in Lancashire</p>	<p>Bob Stott</p>	<p>The report to be co-ordinated by LCC – Children's Services and will outline the :</p> <ul style="list-style-type: none"> • The College 14 – 19 offer • The Training Provider 14 -19 offer • The School 14 -19 offer <p>It was agreed that contribution into the report / representation at the meeting will be co-ordinated by Children Services potentially via the college - training provider forums that LCC co-ordinate/attend.</p> <p>Input into the meeting will also be provided by the Youth Council via a report/representation at the meeting, which will be titled: Young Peoples perspective on the routes to 14 -19 Education & Training provision.</p>

Task Group Summary

Name of Task Group	Completion Date and/or Committee Date
Fire Suppression/School sprinkler systems	TBC

Next meeting is scheduled for the 17th November 2015, no meetings have been scheduled beyond that.

Meeting has been arranged between the Chair/Vice Chair and the Director of Children's Services to discuss future agenda items.

Potential Future Agenda items:

- Effects of various proposals on School Budgets
- Improving educational attainment of youth offenders
- Govt requirements for additional services: impact on schools' capacity to deliver without impacting on academic teaching and learning standards
- Alternative and Complementary Education and Residential Services (ACERS)
- Student Support
- Pupil Attendance
- Linkages between school admissions process and transport to schools
- Link between Ed Scrutiny and HWBB
- Music, culture, performing arts, sport etc as part of the curriculum

