

**Lancashire County Council**

**Executive Scrutiny Committee**

**Tuesday, 24th November, 2015 at 2.00 pm in Cabinet Room 'C' - The Duke of Lancaster Room, County Hall, Preston**

**Supplementary Agenda**

We are now able to enclose, for consideration at the next meeting of the Executive Scrutiny Committee on Tuesday, 24th November, 2015, the following information which was unavailable when the agenda was despatched.

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

**No. Item**

- |            |   |                      |
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| <b>(c)</b> | <b>LCC Corporate Strategy - Appendix C<br/>(Addendum)</b> | <b>(Pages 1 - 8)</b> |
|------------|---|----------------------|

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**Corporate Strategy consultation – summary of responses Oct 2015: Addendum****Introduction**

Following the corporate strategy consultation exercise that closed on Friday 2<sup>nd</sup> October, we have received over 20 responses from a number of councillors and partners.

The response from Chorley Council, received on 28<sup>th</sup> September 2015 was unfortunately omitted from the consultation report. This Addendum provides a copy of the consultation feedback from Chorley Council and comment on how we have reflected these into the revised corporate strategy or those which will help us develop future proposals.

**Comments on context/priorities**

Responder	Summary of response	How comments have been reflected
<p>Chorley Council</p>  <p>Cllr J Mein re Lancashire County C</p>	<p><i>Purpose, vision, values and approach</i></p> <ul style="list-style-type: none"> <li>Overall, Chorley is supportive of the proposed vision, values and approach which we recognise as central to delivering good quality public services.</li> <li>We note that within the core purpose, vision and approach no mention is made of the council playing a strong role in community leadership or around the collective need for all public services to reform and become more integrated to ensure that they become more sustainable in the coming years.</li> </ul>	<p>The summary table showing core purpose, vision, values and approach remains unchanged. However, we have strengthen sections of the narrative. For example, outlining the need to further the council's role in providing strategic leadership and influence across the county (page 3) and to work with the Government and partners towards new solutions for public services (page 4) and to work with communities, partners and government to find a sustainable solution for</p>

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	<ul style="list-style-type: none"> <li>The council includes working to ensure that the people of Lancashire are able to live in a decent home within its core purpose. We absolutely agree with this and with the point within the strategic outcome to ensure there is an 'adequate supply of affordable quality housing to rent or buy'. We would be interested to know more about the county council's planned approach to this</li> </ul> <p><i>Priorities</i></p> <ul style="list-style-type: none"> <li>We support the priorities that are identified within the corporate strategy with the following suggestions: <ul style="list-style-type: none"> <li>the provision of quality extra care housing schemes would support the council in delivering against its strategic outcomes of living a healthy life and living in a decent home. It would also support the priority of avoiding unnecessary admissions or readmissions to hospitals or care homes.</li> <li>Chorley Council would encourage the delivery of the priorities that target the development of our residents' skills and would encourage the county council to</li> </ul> </li> </ul>	<p>public sector services within the available financial resources. (Page 17)</p> <p>We will consider how we can make the best use of the county councils assets to achieve our strategic priorities. We will need to develop approaches, working with partners, to achieve goals in this area.</p> <p>At this point we are seeking agreement on the overarching priorities.</p> <p>We will consider specific options for communities as part of our service design and delivery.</p> <p>Our priorities for public service integration will be to work with public service partners at two levels:</p> <ul style="list-style-type: none"> <li>at a strategic pan-Lancashire level</li> <li>at the citizen level. Where we work with partners and communities we will ensure that the provision of services by different agencies is coordinated to meet the needs of our</li> </ul>

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	<p>become involved in the Chorley skills board.</p> <ul style="list-style-type: none"> <li>○ We support the priority to ensure that Lancashire is engaged and included in the development of a Northern Powerhouse, and would be interested in understanding your plans for how this will be achieved.</li> </ul> <p><i>Approach to service delivery</i></p> <ul style="list-style-type: none"> <li>• The council welcomes the county council setting out its approach to service delivery. While we note that the 34 service planning areas have been developed from an evidence based approach, we would ask that you consider:             <ul style="list-style-type: none"> <li>○ The proposed areas do not appear to be coterminous with any other existing locality areas used in delivering public services. We would advocate taking the opportunity to work across public services, and at least across local government, to develop a collective understanding of localities so that over time there are opportunities for joint and integrated working. Implementing additional layers of locality areas will not support public services to become more joined-up.</li> <li>○ We support the development of neighbourhood plans, and would hope that Chorley Council and other public service organisations, as well as residents will have</li> </ul> </li> </ul>	<p>communities.</p> <p>We will need to develop approaches, working with partners, to achieve goals in this area.</p> <p>The service planning areas are based upon clusters of nationally recognised statistical geographies. We consider the planning areas are a useful basis for considering the needs of communities. They are not administrative areas and we do not envisage that they will prevent us from working in a joined up way in those communities. They will though help us to ensure we are able to identify the targeted interventions that we need to take to meet the needs of those communities.</p> <p>We have clarified in the strategy that we will produce a single neighbourhood plan. This is not a neighbourhoods plan as set out in the Localities Act 2011.</p>

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	<p>the opportunity to be actively engaged in their development.</p> <ul style="list-style-type: none"> <li>• The development of neighbourhood centres is broadly supported. However, we would like to understand the impact that this might have on existing facilities such as libraries and children's centres. We would ask that public service partners are engaged at the earliest opportunity when premises are rationalised.</li> <li>• We are interested in how the universal standard will be developed and what this will mean for communities that are not seen as in additional need when compared to the other areas across the county. We are concerned that Chorley's overall relative lack of deprivation when compared to other areas will mean that the service offer will potentially be very low.</li> <li>• In moving towards a digital by default approach, we would ask the county council to consider how face to face support might be facilitated for vulnerable residents. For example, 16 and 17 year olds at risk of homelessness need significant advice and support at a level that would not be achievable over the telephone.</li> <li>• The corporate strategy appears to say that the county council will jointly commission where priorities align with partners. However, there is no emphasis on seeking to ensure that priorities align and move towards an integrated approach to commissioning which we believe will be vital to</li> </ul>	<p>This will be addressed in service design.</p> <p>This will be addressed in service design. The County Council's cabinet will consider a number of proposals, including the premises strategy and wellbeing, prevention and early help service for example, which begin to shape the universal standard offer. Importantly, service planning areas will help to inform our service delivery.</p> <p>Where appropriate, our most vulnerable citizens will have telephone access to customer service advisors who understand specific service areas. We will work with partners to achieve a more coordinated approach for those most in need, including providing opportunities for them to access face to face advice and support.</p> <p>We have strengthened sections of the narrative. For example, to work with the Government and partners towards new solutions for public services (page 4) and our approach to working with others (Page 10).</p>

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	<p>making public services sustainable.</p> <p><i>Delivering our priorities</i></p> <ul style="list-style-type: none"> <li>• The need to prioritise and focus resources on meeting statutory requirements and areas of need is emphasised throughout this section. We recognise that the financial constraints that the county council faces make this necessary. However, as we have stated before, we believe that there are options for more radically different ways of managing and delivering public services that would make them more sustainable and able to meet future demand. We believe that this would include: <ul style="list-style-type: none"> <li>○ Joining-up local government to ensure that it plays a strong role in community and system leadership to drive public service reform</li> <li>○ Creating a real focus on prevention and early intervention across public services to better manage and control demand for services, and to reduce the demand for long term and costly intensive services.</li> <li>○ Develop integrated public services that are seamless to residents and flexible to the needs of local areas, where frontline workers are empowered to respond to need.</li> </ul> </li> <li>• We hope that the county council is able to reflect this need within its corporate strategy and work with all partners at locality levels to deliver it. We</li> </ul>	<p>We have strengthened sections of the narrative. For example, to work with the Government and partners towards new solutions for public services (page 4) and our approach to working with others (Page 10).</p> <p>The strategy includes priorities and approaches relating to these issues.</p>

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	<p>believe that strong partnership working across all public services will be vital in protecting services for the future.</p> <p><i>Key questions</i></p> <ul style="list-style-type: none"> <li>• Will the county council consider developing different models of service delivery within Chorley to better integrate public services?</li> <li>• What will the county council's approach be to delivering more affordable housing within the borough of Chorley?</li> <li>• When will the 'universal standard' for services in service planning areas be developed? How will this be linked to the base budget review that the county council is currently undertaking?</li> <li>• Will the county council consider changing the boundaries of its service planning areas and developing a collective understanding of 'localities' with public service partners?</li> </ul>	<p>We will work with neighbouring councils to create a new model for public service delivery in Lancashire, which would go hand in hand with a devolution deal with central government.</p> <p>We will need to develop approaches, with partners, based on the needs of communities and our available resources and influence.</p> <p>The standard is being developed and where appropriate will be subject to consultation. The County Council's cabinet will consider a number of proposals, including the premises strategy and wellbeing, prevention and early help service for example, which begin to shape the universal standard offer. Importantly, service planning areas will help to inform our service delivery.</p> <p>We consider the service planning areas are an appropriate way of enabling us to look across Lancashire at how we meet the needs of communities. We will use this, and other datasets, the joint strategic needs assessment and lower super output areas for example, in designing services which allow us to make the most appropriate targeted interventions in communities.</p>



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