

Lancashire County Council

Internal Scrutiny Committee

Friday, 21st January, 2022 at 10.00 am

Teams Virtual Meeting - Teams

Agenda

Part I (Open to Press and Public)

No.	Item
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1.	Apologies
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2.	Disclosure of Pecuniary and Non-Pecuniary Interests
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Members are asked to consider any Pecuniary and Non-Pecuniary Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda.

3.	Minutes of the Meeting held on Friday 12 November 2021	(Pages 1 - 6)
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4.	Commercialisation	(Pages 7 - 34)
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5.	Public Realm Agreements	(Pages 35 - 50)
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6.	Report of the Budget Scrutiny Review Panel	(Pages 51 - 56)
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7.	Work Programme 2021/22	(Pages 57 - 82)
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8.	Urgent Business
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An item of urgent business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Member's intention to raise a matter under this heading.

9. Date of Next Meeting

The next meeting of the Internal Scrutiny Committee will be held on 4 March 2022 at 10:00am in Cabinet Room B, County Hall, Preston.

L Sales
Director of Corporate Services

County Hall
Preston

Lancashire County Council

Internal Scrutiny Committee

Minutes of the Meeting held on Friday, 12th November, 2021 at 10.00 am in Committee Room 'C' - The Duke of Lancaster Room, County Hall, Preston

Present:

County Councillor David O'Toole (Chair)

County Councillors

A Fewings	E Lewis
J Fillis	P Rigby
S Hind	J Shedwick
A Hindle	S Smith
T Hurn	

1. Apologies

There were no apologies.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

None were disclosed.

3. Minutes of the Meeting held on 10 September 2021

Resolved: The minutes from the meeting held on 10 September 2021 be confirmed as an accurate record.

4. Update from Highways Service

The Chair welcomed to the meeting County Councillor Charlie Edwards, Cabinet Member for Highways; Phil Durnell, Director of Highways of Transport; John Davies, Head of Service Highways; Ridwan Musa, Highways Service Manager (Operations); Michael White, Highways Regulation Manager; Kirstie Williams, Highways Manager – Operations; and Laura Makeating, Principal Flood Risk Manager.

The Joint Work Planning Session for Internal and External Scrutiny earlier this year highlighted several topics in relation to the Highways Service that members wished to be considered as part of the Work Programme. Presentations from the Highways Service were provided to members of the Internal Scrutiny Committee to consider the following three topics:

- Drainage Issues– Requests had been received to look at general drainage issues in Lancashire and in particular to look at the policies around drains.

- Annual Winter Maintenance update.
- Quality of Highway Repairs – To review the standard of highway repairs carried out by external organisations and contractors.

Regarding Drainage Issues, comments and questions raised were as follows:

- Drainage systems included a range of assets including highway ditches, grips, trash screens, culverted watercourses, gullies, manholes and slotted channels and associated highway drainage systems.
- One of the key objectives was ensuring water was removed from carriageways, footways and cycleways to prevent flooding that could cause a danger to the public.
- Another key objective was prevention by enforcement of any illegal placement of water on to the highway network by third parties.
- The committee enquired if vegetation removal was a priority or did the public have to report the issue. Vegetation removal was critical. Leaves on the ground was a problem. The county council worked with the districts and boroughs regarding sweeping. The county council could only cut back the vegetation that it owned, and this was an ongoing challenge.
- The interaction between the Highways Team and planning authorities around flooding issues was a concern. There were two Flood Risk Management Authorities within the county council. One was the Highways Authority which looked at planning applications in relation to highway flood risk and drainage. The second one was the Lead Local Flood Authority which managed surface water. It also had a statutory function to comment on all major developments regarding surface water drainage.
- Flooding of unadopted roads and who deals with the issue was raised as a concern.
- Drainage issue priorities were reviewed annually. Members enquired how they got input into these priorities and had there been any effort to localise these priorities by working with district councils.
- There was concern about the flooding of highway's gullies in rural areas. Many of them leaked into water courses. There had to be more intervention with riparian owners. It was established that many did not know they were riparian owners of water courses when they bought their property. Members enquired if the Environment Agency (EA) could help out more regarding this and advised that the EA's responsibilities were dealing with main rivers and coastal flood risk.
- The problem of cement getting into gullies from new housing developments and renovations was raised. It was confirmed that if these issues were reported, the county council would investigate. Work was being done with the Development Support team in making sure that when highways became adopted as part of a development, they were immaculate and ready for adoption.
- Regarding the maintenance of roads that were routinely flooded, the committee enquired about what the authority was doing in terms of exploring different construction methods. The Highways Team was looking

at innovations around plastic and rubber and was also looking at good practice from other authorities.

- Members were informed that developers were all encouraged to use Sustainable Urban Drainage Systems.
- Members enquired about how capital drainage works were prioritised. It was confirmed that prioritisation was very much officer led in terms of local flooding and if it was a regular event.
- It was important that the Flood Risk Management Team interacted with communities. There was a training programme in place for new Flood Risk Officers and a Joint Flood Risk Strategy for Lancashire had been agreed by Cabinet.
- It was highlighted that there had been a greater response from Lancashire County Council in terms of planning applications and the quality of flooding responses.

Regarding the update on Winter Maintenance, comments and questions raised were as follows:

- The Highways Team had a Winter Service Plan with many objectives including improving the safety of Lancashire's streets for vulnerable residents and improve people's quality of life and wellbeing. The Winter Service Plan was available to view on the Highways Team website.
- Members were informed that it was not possible to grit all of Lancashire's roads due to cost and resources. The Highways Team had identified the priority road network that helped keep Lancashire moving. The team had also identified secondary routes which would be treated during periods of continuous ice and snow, but only during daylight hours and after the higher priority roads had been cleared.
- The county council worked closely with district councils regarding the gritting of secondary routes and supplied them with salt.
- Members enquired about how resilient the current winter service was in relation to the current supply chain. The Highways Team worked closely with winter product advisors. The team also worked very closely with its salt suppliers to ensure sufficient stores.
- The subject of how gritter drivers were employed was raised. It was confirmed that considerable time had been invested in training drivers and there were a number of in-house trained drivers.
- Regarding pavements and footways, the Highways Team knew where the priority pavements and footways were on the priority network. However, it was noted that the county council's arrangements with district councils varied with regards to the gritting of footways.
- The committee stated that was important for approaches to schools to be gritted. It was felt that more schools should be on priority gritting routes.
- It was pointed out that the county council did not receive a lot of requests for new grit bins. It would assess the street criteria before delivering a new grit bin. The Highways Team was working with the Asset Management Team about this. It was noted that there were around 2600 grit bins or salt piles in Lancashire.

- The committee was informed that there was a new online mapping system for councillors to access and assess their areas.

Regarding Defect Repairs, comments and questions raised were as follows:

- There were a variety of factors which determined what type of repair was needed, including traffic volume, quantity and clustering of defects, how traffic could be managed to carry out the repair, and urgency.
- In terms of permanent repairs and getting it right first time, there was a vast training programme for the Highways crews.
- There were many challenges facing repair work, including severe weather, complex access and urgency.
- It was pointed out that utility works accounted for many of the excavations in Lancashire's highway network. Utility companies were legally responsible for any work they did and reinstating the area excavated. After two to three years that responsibility passed back to Lancashire County Council.
- Members enquired about Lancashire County Council's inspections of utility companies and applications for permits. When utility companies bought permits and there was a period of time when no work was going on, then the county council would be made aware of this and investigate.
- The topic of potholes was raised. It was confirmed that there was a robust decision making process around the clustering and repairs of potholes.
- The question on the strategy around maintaining grass verges was raised. It was highlighted that grass verges were part of the highways network and that generally the county council did not convert grass verges for parking.
- Regarding heritage style paving and cobbled streets, the authority would always try and replace like for like in a conservation area. The Highways Team would always try and repair the paving and streets to exactly what they were like if the materials were available. However it was highlighted that some of these materials were costly.
- It was reported that overbanding had not been a standard style of repair for Lancashire County Council. However, the authority was now in the process of rolling it out.
- Regarding low carbon emissions, the Highways Team was looking at various materials it could use for repairs and their impact. Low carbon emissions were part of the Highways agenda.

Resolved: That the;

- i. Updates provided by the Highways Service for each of the three topics discussed be noted.
- ii. Presentations be circulated to all county councillors.

5. Work Programme 2021/22

The Committee received a report which provided information on the draft work programme for the Internal Scrutiny Committee.

The topics included in the work programme were identified at the joint work planning workshop for Internal and External Scrutiny held on 9 July 2021 and included topics that were still relevant and needed reviewing from last year's work programme.

Resolved: That the Work Programme presented be noted.

6. Urgent Business

There was no Urgent Business.

7. Date of Next Meeting

The next meeting of the Internal Scrutiny Committee would take place on Friday 21 January 2022 at 10.00am at County Hall, Preston.

L Sales
Director of Corporate Services

County Hall
Preston

Internal Scrutiny Committee

Meeting to be held on Friday, 21 January 2022

Electoral Division affected:
(All Divisions);

Corporate Priorities:
Delivering better services;

Commercialisation

(Appendices 'A' and 'B' refer)

Contact for further information:

Ajay Sethi, Head of Commercialisation, Tel: 01772 538728,
ajay.sethi@lancashire.gov.uk

Brief Summary

An update is provided outlining the activities to support the council in creating the right environment for it to be more commercial. Appendix 'A' and Appendix 'B' highlight how earlier considerations to income generation and commercialisation have been further developed and are built into a wider framework.

Recommendation

The Internal Scrutiny Committee is asked to note the report and is specifically asked to consider the following, advising on matters that could enhance programme impact:

- i) The differing aspects of the commercial programme; and
- ii) The draft policy on the Application of Fees and Charges.

Detail

Over the years Lancashire County Council has continued to look at ways to achieve savings and to look at commercially innovative ways to deliver services, and to capitalise on its traded services to deliver income to help deliver services that cannot generate income.

Austerity, in the form of falling central government funding and rising demand for some services brings questions about how the council can remain financially sustainable in the long term. This situation is further compounded as councils respond to Covid-19 and its impact on residents and businesses in the short, medium and longer term.

The term commercialisation and income generation are open to interpretation and the council did not have a clear position on this. On 6 August 2020, Cabinet approved the county council's [Commercial Blueprint](#).

The Commercial Blueprint sets the strategic commercial aim of the council and presents priority areas for development. It brings clarity to what we mean by commercialisation and collectively provides a framework that will assist the council to create the environment for it to be more commercial.

Appendix 'A' provides an update to the committee on how the council is organising itself in support of the Commercial Blueprint.

Also attached at Appendix 'B' is a draft policy on the Application of Fees and Charges. This policy is focussed on the power to charge, in statute and for discretionary services as it is in this area that the council has scope for constructing its own charges, informed by its own costs. The guidance is intended to establish a consistency of approach across the council, ensuring the council maximises its income and opportunities are not missed.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

Commercialisation, as described in our Commercial Blueprint represents an important facet in supporting a healthy financial position.

Delivering value for money: Keeping pace with expectations is a significant challenge when central funding is reducing. Exploring new and more efficient ways of working through collaboration between public bodies may be one approach. Generating additional income is another choice available to councils and other public sector partners. That is why it is important to consider all the options for the effective management of cost, trading, and charging.

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

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A



Ajay Sethi

Internal Scrutiny Committee

January 2022

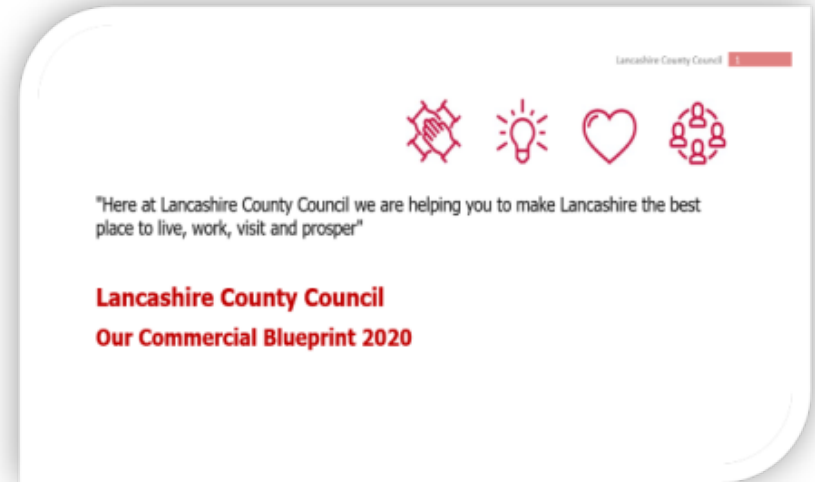
Commercialisation Update



- Commercial Blueprint created and approved by Cabinet Aug 2020

- Aim:**

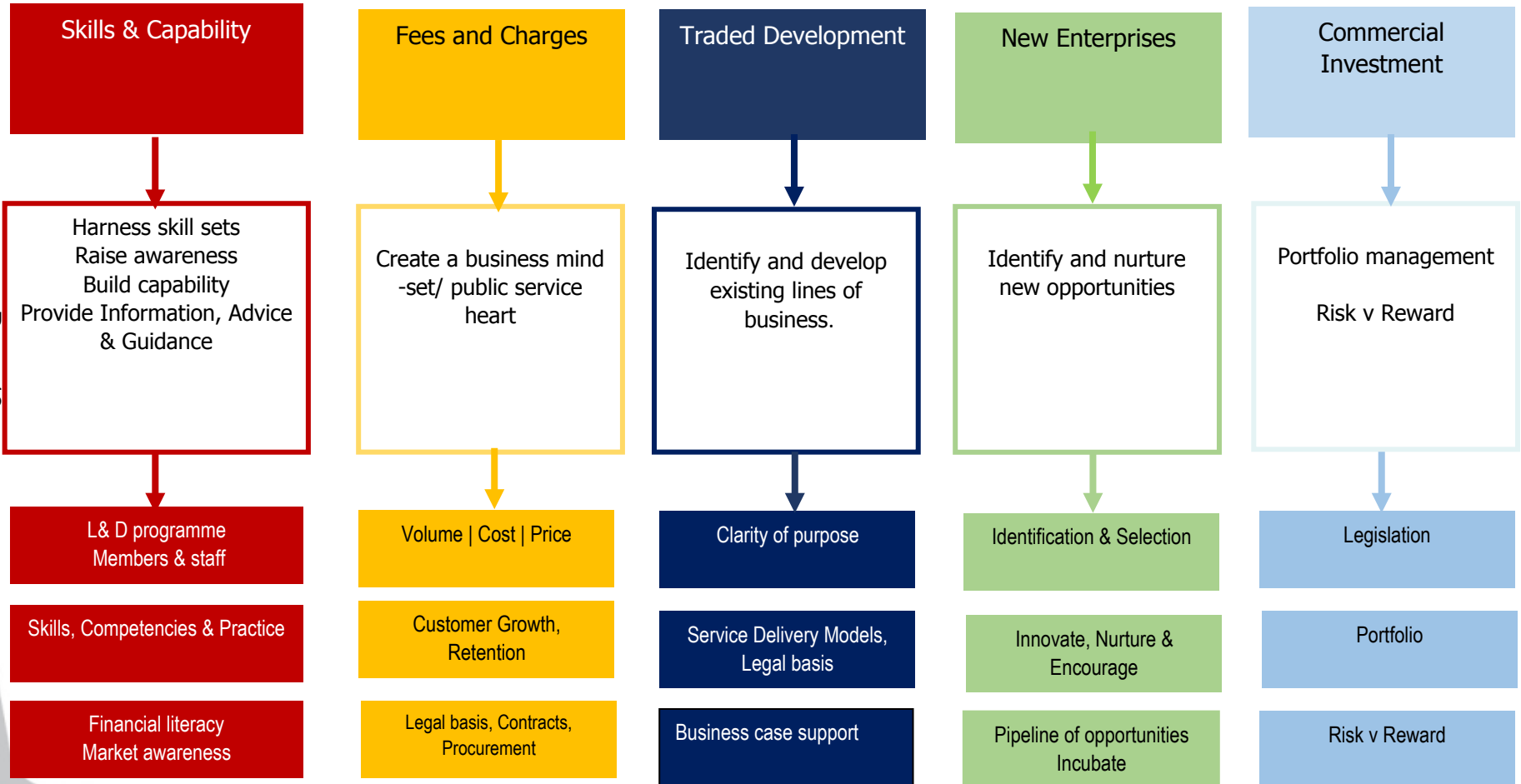
“To innovate and collaborate, making the best use of people, assets, skills and position to deliver a financial and social return both to the county council and to the communities of Lancashire”



Key objectives

- Support the council to be innovative in the delivery of services to residents, communities and partners and manage cost effectively.
- Provide an economic or community/sector benefit which supports reducing reliance on grant funding and becoming more financially sustainable - meaning that it will strive to no longer use reserves to fund ongoing services.
- Assist in offsetting costs in those service areas of rising demand.
- Support local economies to thrive – where possible aim to assist in the promotion or improvement of the economic, social and environmental well-being of the county.

Culture, Leadership, Structure
Set the environment & culture to be Commercial



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How are we organising ourselves to deliver our priority themes?

Commercialisation

Commercial Blueprint

Commercial Learning Programme

Commercial Champions / Network

Commercial Business Planning

Commercial Councils

What will commercialisation look like for Lancashire County Council?

Commercial Objective

Commercial Themes

Commercial Assets

Commercial Purpose

Commercial Awareness/thinking

Strategic Decision Making

People and Change

Sales and Marketing

Systems and Processes

Financial Management & Governance

Commercial Champions

Commercial Network

Commercial Business Planning Introduction

Commercial Business Planning Template & Resources

Vision, Culture

Blocks 1, 2, 3

Culture, Skills, Capacity

Blocks 2, 3, 4

Fees and Charges, Traded Development

Blocks 2, 3, 4

Traded Development, New Enterprise, Investment

Blocks 5, 6

- Commercial Building Blocks**
1. Agreeing what commercialisation means for us
 2. Setting a clear vision and taking a strategic approach to commercialisation
 3. Creating a commercial culture
 4. Having the right skills and capacity to be able to initiate, implement and manage commercial ventures
 5. Building a robust options appraisal to decide on commercial ventures considering risk v reward, managing reputational and political exposure
 6. Appropriate and effective accountability and scrutiny of commercial ventures.

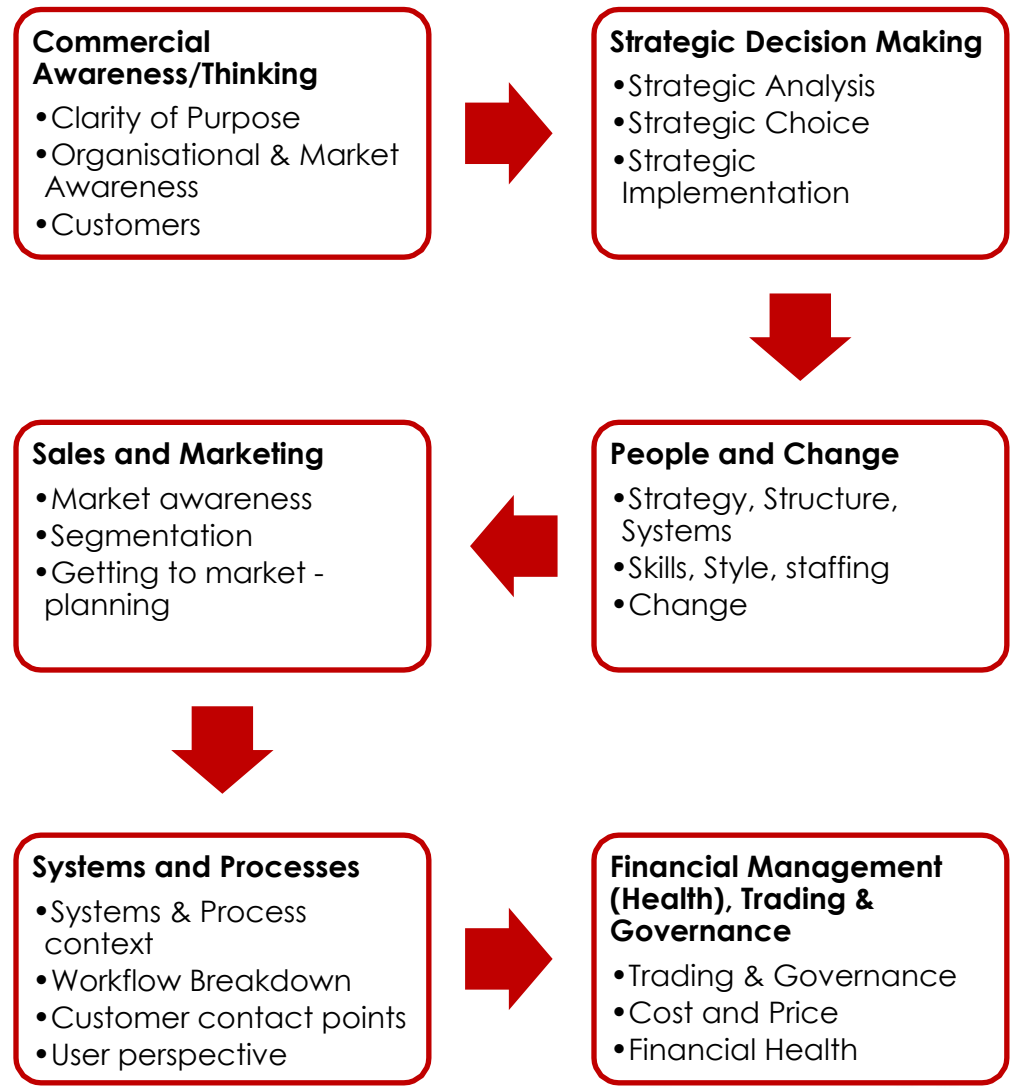
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Commercial Learning Programme developed and being assessed.

Bringing a commercial mind-set to public service ways of working

- Page 15** Six core modules
A module focussing on business planning in relation to:
- Alternative Service Delivery Models (Traded Development)
 - New Enterprises
 - Investment



Approx. 60 Commercial
Champions from across
the council represent
and support their
directorate/service
area by:

- Championing the council's Commercial Blueprint so that staff gain a better understanding of:
 - What Commercialisation means for LCC
 - Our Commercial Objective, purpose
 - Commercial themes and assets
- **Undertaking training** via the Commercial Learning Programme
- Share their expertise and be a source of information, advice and guidance in their service/directorate area.
- **Act as an in-service/directorate point of contact** for issues seen as inhibiting commercial activity, escalating issues to the Commercial Network
- **Disseminate learning and knowledge** as appropriate.
- Support the **continuous improvement** of the council's commercial journey and assist in identifying skills and capacity challenges.
- Capture best practice and represent their service on cross-cutting corporate exercises.
- Offer initial advice to staff on the Commercial Business Planning process.
- **Offer hints and tips** and act as a broker for their service area.
- Attend the Commercial Network, if applicable.

Commercial Network in place with representatives from across the council.
Role of Lancashire County Council Commercial Network

Please note App B, Fees and Charges Policy

- Support the development of our Commercial Learning Programme
- Support the development of our Commercial Business Planning process
- **Assisting, where relevant, in achieving a corporate coherence in areas of common policy. E.g. Fees and Charges, Traded Development.**
- **Identification of Issues and barriers inhibiting commercial activity**
- Considering the skills and capacity needs in the organisation to be able to identify, initiate, implement and manage commercial ventures.
 - Supporting cultural, skills developments in the council.
- Capturing best practice and **influencing the development of our approach.**
- Supporting our Traded Services to create and innovative further and be responsive to customer need.
- Developing and promoting an increased commercial presence of Lancashire County Council throughout the county and beyond.
- Supporting the council to be innovative in the delivery of services to residents, communities and partners and manage cost effectively.
- Advise on systems, processes or practice

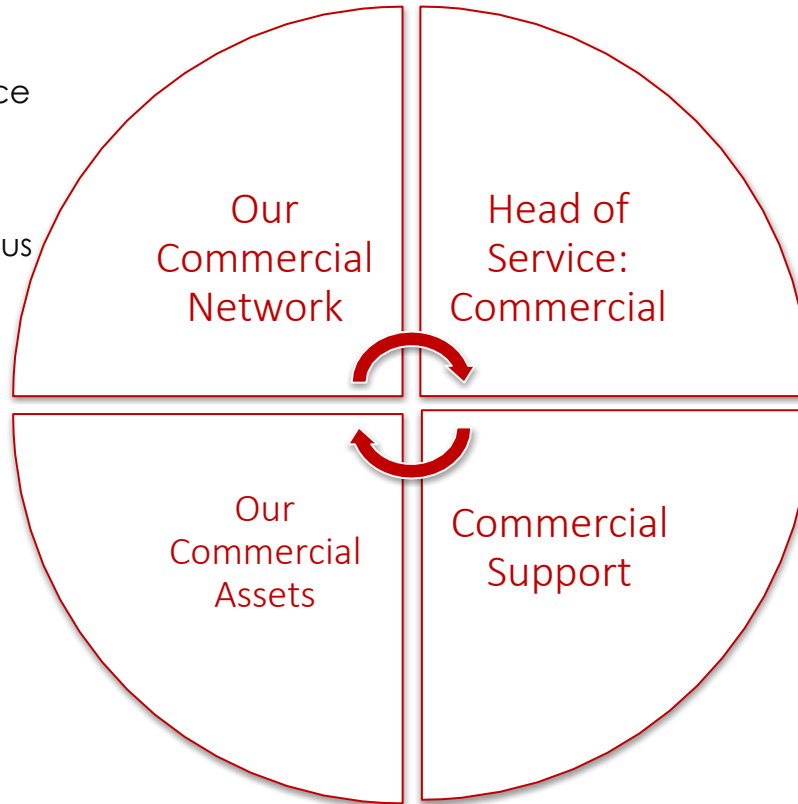
Commercial Business Planning presents the methodology by which the organisation will assess commercial ventures – traded development, New Enterprise, and ensure services have clarity of purpose, support objectives and are not conflicted.

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Commercial Champions in directorates.
Service areas sharing knowledge and best practice
Application of Fees and Chargers
Traded Development
Removing barriers, continuous improvement.

Our People
Our Infrastructure
Our Position
Our Role
Our Knowledge
Our Customer Insight
Our Partnerships
Our Land and Buildings
Our Liquid Assets
Our Market Strength



Strategic lead for our Commercial Blueprint
Lead Commercial Champions
Culture: Commercial Learning Programme
Support and Challenge
Advice & Alternative Service Delivery Models
Commercial Business Planning (New Enterprise, Investment)

Specialist colleagues from across the organisation:
Communications, Legal, Finance, Programme Office, ICT, Market Analyst/ Researcher

Questions ?





Lancashire County Council

Application of Fees and Charges Policy (DRAFT)

Background

1. Spending public money wisely is a core operating principle of local government and it is a corporate objective to prevent waste and use money wisely. This requires effective management of cost. Likewise, the revenue generated from the application of fees and charges is a significant enabler to the delivery of services and in setting a balanced budget.
2. Within the council's commercial blueprint, approved by Cabinet, in August 2020, it is explicit that the effective management of cost is a core priority, and that any commercial activity must serve to promote, and have wider benefit, to the economic, health and social, educational, and environmental well-being of our communities and not solely be for commercial purpose i.e., for profit alone. Thus, being clear on the 'Why are we doing this', supporting clarity of purpose.
3. Fees and charges represent an important source of income, providing finance to assist in achieving council objectives. The purpose of this policy document is to establish a framework within which fees and charges levied by the council are agreed and regularly reviewed against.
4. This policy provides guidance to managers in setting appropriate levels of fees and charges, considering client groups and corporate objectives, and to provide for regular reviews of fees and charges within the overall service and financial planning process.
5. Incorporating the review of fees and charges formally into the service and planning process will also permit consideration of cross-cutting issues and impacts in the context of wider policy considerations.
6. Services should seek to maximise income wherever there is a possibility to do so unless the introduction of a charge is legislatively prohibited or would be contra to specific corporate priorities and service objectives.
7. Fees should be set to ensure that income raised covers the full cost of that services provision, including all expenditure incurred directly and indirectly.
8. This policy is focussed on the power to charge, in statute and for discretionary services as it is in this area that the council has scope for constructing its own charges, informed by its own costs. The guidance is intended to establish a consistency of approach across the council, ensuring the council maximises its income and opportunities are not missed.

National Policy Context

9. Delivering value for money: Keeping pace with expectations is a significant challenge when central funding is reducing. Exploring new and more efficient ways of working through collaboration between public bodies may be one approach. Generating additional income is another choice available to councils and other public sector partners. That is why it is important to consider all the options for trading and charging.



10. Surpluses generated through trading activities can be used to help hold down council tax and/or can be directed into frontline services. Income generated from charging for the costs of supplying discretionary services can also help the council's financial position.
11. The Localism Act 2011, General Power of Competence (GPOC), explicitly gives councils the power to do anything that an individual can do which is not expressly prohibited by other legislation.
12. Local Government Act 2003 (2003 Act) covers general powers to provide and charge for discretionary services [s93, s95].
13. Section 1 of the Local Authorities (Goods and Services) Act 1970 (1970 Act) enables local authorities to provide and charge for services to any other "public body", including local authorities.
14. Councils need to be aware of the powers under which they operate and if required seek clarification and support from legal services.

Lancashire County Council Policy Context

15. Lancashire County Council is a large and complex organisation, the powers to operate can be different from one service to another.
16. A 2021 survey of over 60 of our commercial champions asked what aspects best describe their commercial needs/areas of challenge. The top response was greater support in strategy and policy. This policy, therefore, is to support in that regard.
17. Services that the authority is mandated or has a duty to provide are not discretionary services and will not benefit from the power to charge at section 93 of the 2003 Act. However, additions or enhancements to such mandatory services above the level or standard that an authority has a duty to provide may be discretionary services, and therefore chargeable.
18. Adopting commercial practice in the effective management of cost is as relevant to statutory services as it is in a discretionary traded commercial context.

Fees and Charges permissible under statute

19. In those areas of the council where the application of fees and charges are governed by a specific grant, national policy directive or in regulation the service must have due regard to its operating parameters when determining or reviewing its approach.
20. In this setting the focus from the service is on fully understanding costs and effective cost management.

Fees and charges for delivery of non-statutory, discretionary services

21. The intended recipient and the overall purpose of services will influence the model to be adopted. It is imperative that services maintain a clarity of purpose and do not drift unintentionally away from that purpose. Any strategic change must be undertaken in full awareness of the consequences. Appropriate approvals must be sought.



E.g., In a commercial setting, a tactic to engage a different customer base may have significant implications on the legal basis in which the service operates. Please note Appendix 3. Legal context.

The application of fees and charges

22. Primary responsibility sits with Heads of Service and service managers to take appropriate action to fees and charges levied for services.
23. Within the service and financial planning process, each fee or charge should be aligned to one of the categories in the table below and the appropriate practice adopted in establishing and reviewing rates and levels.
24. This approach will assist service areas in maintaining a clarity of purpose and avoid conflicting activities.
25. This should inform the budget planning process and in-year adjustments may be subject to approvals by Corporate Management Team/ Director of Finance.
26. Income derived from charging will be used to offset costs of providing the service being charged for, including all support service costs. Where an allowable surplus is generated this will contribute to the wider corporate budget and the council's priority is to support and off-set costs in areas of rising demand and or to improve the continuation and quality of discretionary services to the benefit of our communities.
27. The consideration of re-investment of such surpluses in wider service development must be considered as part of the council's commercial business planning methodology and or Director of Finance. Each proposal will be considered on its own merits at that time and within the general service and financial planning framework.

Fees and Charges operating policy model:

28.

Operating Model	Objective	Characteristic
Free	Council policy is to make this service free i.e., access to education, social care	Effective cost management (App 2)
Nominal	Council intends the service to be fully available but sets a charge to discourage certain behaviours	Cost management [app2] - Surge pricing techniques may be utilised at set periods.
Statutory	Charges are set in line with legal obligations. A fee set by statute and over which the council has no control	Effective cost management - Review 1-3yr
Subsidised	A fee that covers none or partial cost of the service provision on the basis that it delivers a strategic outcome and/or supports a corporate, social priority. This model is used where the provision of the service has a wider health, economic, community, partner, or educational benefit.	Effective cost management - Has the cost of subsidy been evaluated? - What has been the impact on demand? - Annual reviews



Market /Community Orientated	A fee that aims to recover all direct costs and a proportion of corporate overheads. The council seeks to maximise income but is subject to a defined policy and or wishes to incentivise a specific outcome, the market or make available the service to a community group. This model is used where the provision of the service has a wider health, economic, community, partner, or educational benefit.	Commercial practice – Volume, Cost, Price variables. Annual review
Full Cost Recovery	Provides wider benefits and the council wishes to make the service available but does not wish to allocate its own resources. A fee that recovers the full cost of service provision including a contribution to corporate overheads.	Commercial practice Volume, cost, price variables Annual review
Full Cost Recovery +	As above and a fee that recovers the full cost of service provision, including full contribution to corporate overheads and provides a contribution to corporate budgets.	Commercial practice Volume, Cost, Price variables Annual review

Please refer to the Charging Process flowchart in Appendix 1 and Appendix 2 for further detail on Effective Cost Management.

29. It is acknowledged that there is a level of complexity across the council, in directorates, and in-service areas. Some discretionary services will have a clarity over the operating policy model to be applied, particularly when all its activity is discretionary. In service areas, where the activity is an enhancement of a statutory function the application of the operating policy should be at the activity/fee level line, not service or team level and be a factor in the overall budget planning process.

Performance and Exit

30. Service reviews should be undertaken at least annually for all discretionary services and inform business planning. Financial monitoring must feature in such reviews as with wider market variables.

31. Discretionary service areas with an operating policy model of Subsidised, Market Orientated, Full Cost Recovery, Full Cost + showing a deficit position must be reviewed against its operating model in the following situations:

- A falling three-year financial trajectory and non-achievement against budget
- Non - achievement of direct costs at year end. I.e., Expenditure is greater than income.
- ❖ **This review may indicate and propose a recovery plan, an alternative policy operating model, alternative service delivery model or a possible discontinuation of the service and exit arrangements.**
- ❖ It is acknowledged that the budget can contain a number of elements, therefore the review will also need to understand performance against:
 - Performance against budget



- Performance against direct costs (income over expenditure)
- Performance against contribution to overheads
- Performance against contribution to wider corporate budget, where relevant.
- Performance against intended benefit realisation (intended outcomes & benefits to customers)

This approach will support an early identification of issues and a holistic review of financial and wider benefit variables to the council/customers to be considered in parallel.

Please note App 4.

32. The council will undertake an annual exercise to identify those areas that meet the above triggers initiating a review with the portfolio Director, Head of Commercial and Finance.

Strategic change of an operating model

33. Services considering deviating from their operating policy model must consider the consequences in full, in terms of impact on the customer, market, people, quality and financial implications on the budget and legal basis.

Any strategic change must be undertaken in full awareness of the consequences having sought the appropriate approvals. The strategic change of a whole service operating model will need to be considered by Corporate Management Team.

Considerations to note:

34. **Rate of Inflation:** Where charges are felt to be appropriate to the current market and existing competition, it is recommended that an increase equivalent to the rate of inflation (relevant index) is added. The appropriate figure to use for inflation will be provided as part of the budget setting process.
35. **Market pressure:** It is understood that fees will not always increase from one year to the next, as market pressures/competition may influence the need to hold/reduce fees.
36. **Benchmarking:** Where possible, the application of fees and charges should be compared to those in the public and private sector and consideration to what the market can afford.
37. **Legal implications:** The timing of change to fees and charges should permit notice and consultation periods as required by applicable regulations and/or existing agreements. Services are asked to consider and identify any barriers to delivery, delays to implementation that will occur as a result of required consultation periods. Consultation with residents and identified stakeholders should be undertaken in accordance with legislative requirements and normal custom and practice of the service area. Contracts/SLAs should factor in financial risk to the council and take a commercial approach to SLA early termination clauses, i.e., where no fault lies with the service do, they levy a cancellation fee that covers financial costs associated to the early termination (staffing and redundancy, on-going system or supply costs). If unsure, services should seek legal advice.



38. Central Establishment / Support Service Costs: In calculating cost of service provision, services are required to consider the apportionment of the support service costs as part of the revised fee structure (price). Services must seek clarification and guidance in this respect from the council's finance team. Resources are limited and services should work in a structured, planned manner to afford adequate time to complete the exercise effectively.

Reviewing Fees and Charges.

39. Each service should maintain a schedule of fees and charges levied. This schedule should include, but identify separately, those charges where there are national / external procedures or other specific procedures for determining and reviewing rates of charge.

Appendix 5 provides minimum content.

40. This will facilitate the proper consideration and approval of fees and charges, and subsequent changes, through the service and financial planning cycle and budget setting process.

Collection of Fees and Charges

41. The council's default position will be to collect income via advanced payment and through automated, online channels where possible. This reduces the cost-of-service provision, removes financial risks associated with aged debt and costs of recovery, whilst also demonstrating that the customer consents to the service and its cost.

The need for transparency:

42. The council should seek to be transparent in its use of fees and charges. It is good practice to set out clear charging schedules so that customers are aware of what services they need to pay for and how much they will cost. Be this a one-off transactional purchase or longer-term agreement.

Appendix 5 provides minimum content

Internal Arrangements:

43. It is not unusual in discretionary service areas to provide services to other internal discretionary services, and this should, as far as it is available and practicable, be considered an internal procurement directive.

44. In these situations, the receiving service should be treated as the customer, and there must be clarity in what is being provided as in para 42.

45. Financial agreements should be based on full cost recovery.

46. Service areas should focus on the outcomes the service intends to achieve and should not be consumed with complex internal arrangements between services. Therefore, service managers, by agreement, should have some discretion in what internal activities must be charged for or absorbed supporting mutual benefit, as long as there is no significant impact on the budget.

47. In the event of disputes, poor quality provision of services, service areas must operate in the spirit of 'one council' and there should be agreed opportunities for the supplying service to remedy issues prior to the consideration of procuring the services outside of the council.



48. Most services will be required to have a schedule of fees and charges approved by cabinet and should work towards this as an annual exercise, further support on this can be accessed by Head of Finance, Head of Commercial.

This section does not cover services from corporate functions as this is considered as part of the CDS (corporate departmental surcharges).

49. Adopting this policy into practice will support officers to effectively manage cost and maximise eligible income into the council.

50. For queries and further support please contact the Head of Commercial.

51. Appendices supporting this policy:

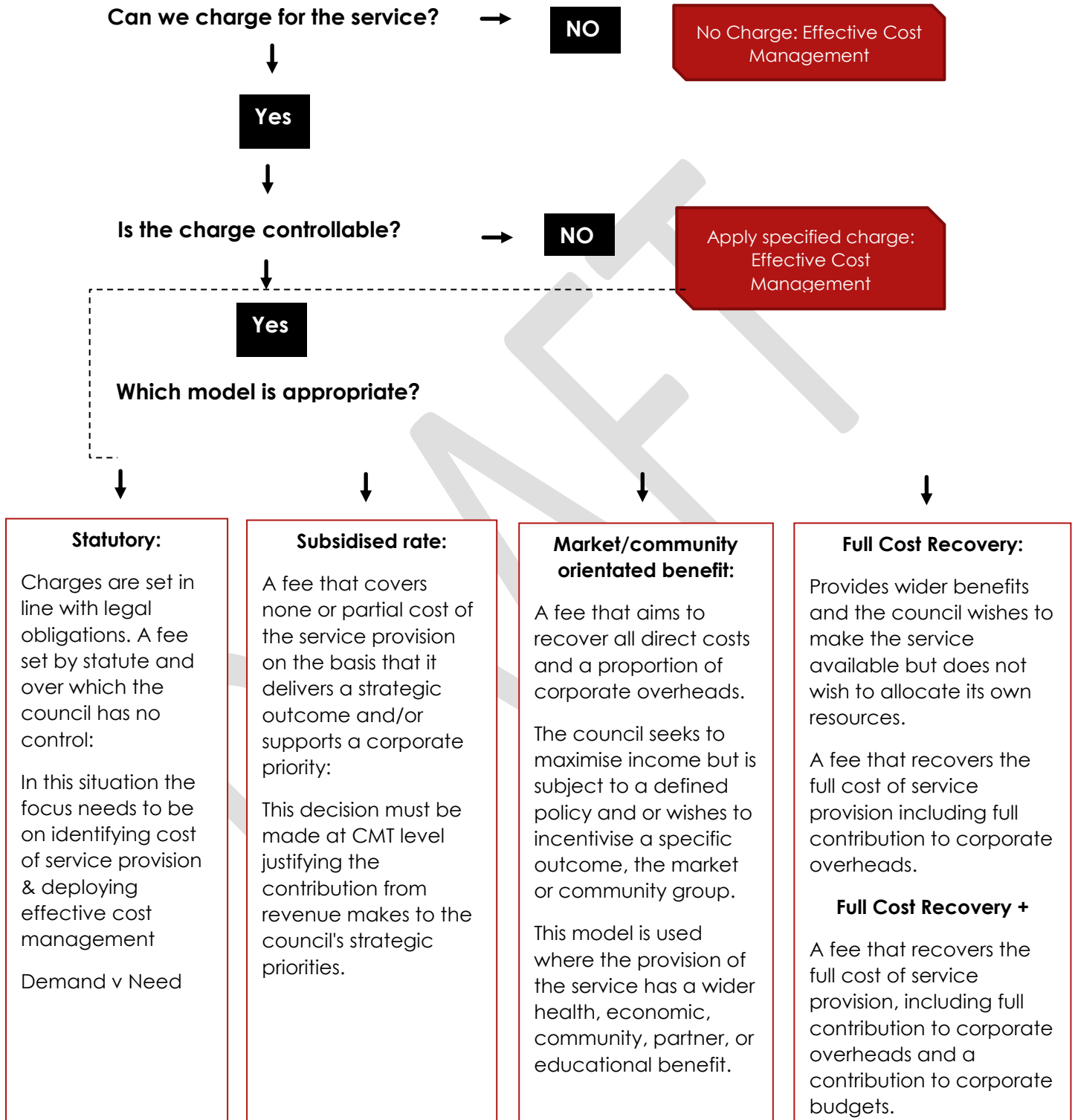
Appendix:

1. Charging process flowchart
2. Characteristics of effective cost management
3. Legal context
4. Checklist for officers
5. Reviewing fees and charges, Need for transparency
6. Delivering Efficiency: Understanding the Cost of Local Government Services



Appendix 1:

Charging Process:



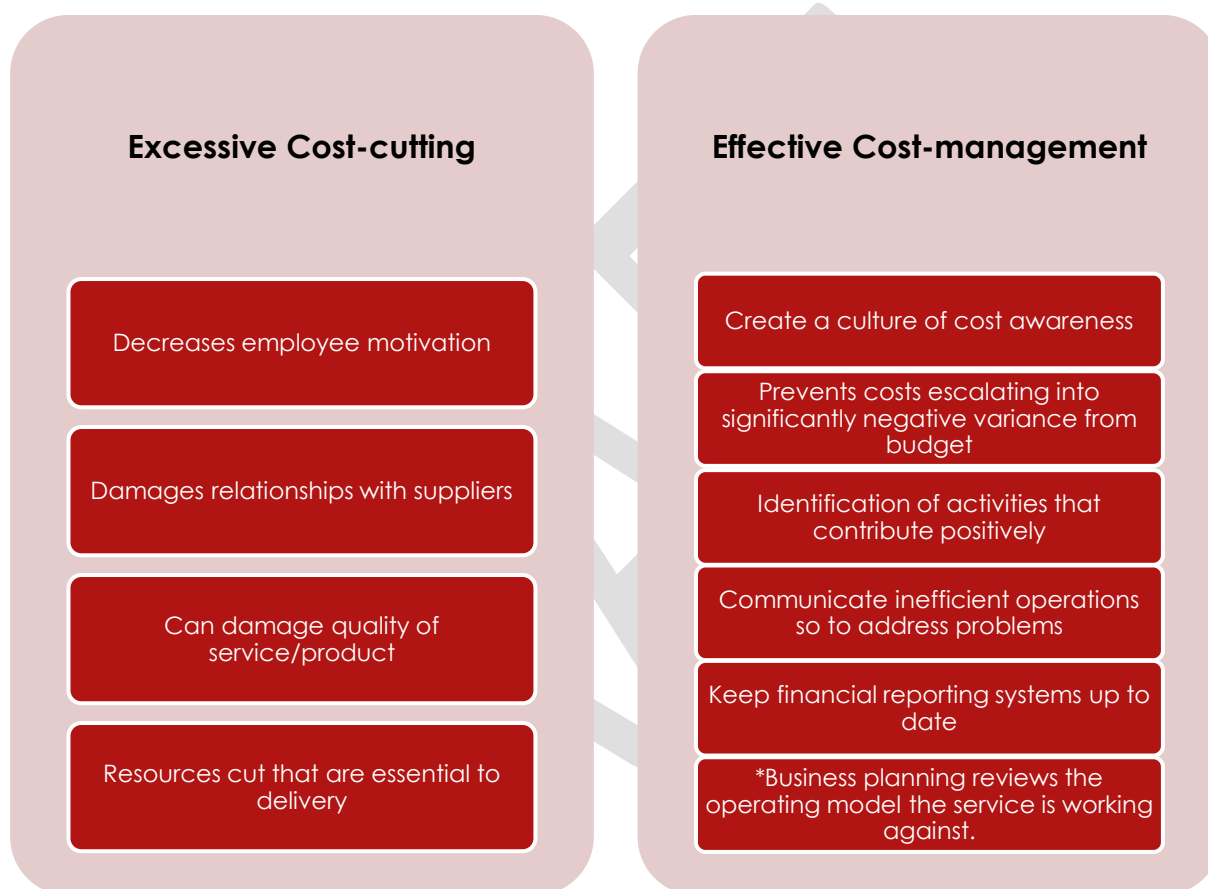


Appendix 2:

Effective Cost Management:

Cost effectiveness:

- A central challenge for management is to extract maximum value from resources whilst keeping costs under control.
- Effective cost control recognises the negative impact that a singular focus on cutting costs could have on employee motivation, relationships with suppliers, and ultimately product quality.



The characteristics highlighted are aspects that will be covered as part of the council's financial monitoring processes. See appendix 4 and also Supporting Info for App 6, Understanding the Cost of Local Government Services.

- ❖ Discretionary service areas showing a deficit position or falling financial trajectory must be reviewed against its operating model.
- ❖ This review may indicate and propose an alternative service delivery model or a possible discontinuation of the service.



Appendix 3:

Legal context:



Legislation and guidelines for the application of fees and charges should be kept under constant review to protect the council from challenge. Central Government may introduce changes from time to time to ensure that statutory charges remain appropriate for the environment in which local authorities operate and services should have measures in place to ensure they remain appraised of these.

Legislation governs how the council can apply charges, with councils permitted discretion to set charges in many areas. Legislation prohibits charging altogether in certain areas of children's education. In other areas, legislation sets out broad principles for charging, but its application varies markedly between local authorities' dependant on what purpose is to be achieved (cost recovery v profit).

In addition to specific statutory powers, the three pieces of legislation pertinent to local authority charging are:

- ❖ The Local Authorities (Goods and Services) Act 1970 (the '1970 Act') gives local authorities the power to enter into agreements with each other and with a long list of other designated public bodies for the trading/charging of services. These are often referred to as 'shared services' or public-public partnerships.

The term 'public body' is defined as a person or persons appearing to the Secretary of State to be exercising functions of a public nature. For example, The Environment Agency, education providers, hospitals / NHS trusts and Social Housing providers etc.

The 1970 Act allows public bodies to use an 'agreement' to set out payment terms as considered appropriate between parties. This offers flexibility and more crucially, does not limit arrangements to cost recovery – public bodies may trade for profit in these circumstances.

- ❖ Section 93 of the Local Government Act 2003 (the '2003 Act') introduced a free-standing power to charge for the provision of any discretionary service. A local authority cannot use its section 93 to levy a charge for the provision of the service where a charging power already exists or where it is prohibited from making such a charge by legislation. This power remains in force.
- ❖ Section 1 of the Localism Act 2011 (the '2011 Act') introduced a new General Power of Competence (GPOC), which gave local authorities the power to do anything that individuals may generally do, including the power to do it for a commercial purpose or otherwise for a charge, or without a charge, provided that the act in question is not expressly prohibited by legislation in force or which comes into force at a later date.

Section 3 of the 2011 Act sets out the limits on charging in exercise of the GPOC which includes: (1) the service is not one the authority is required to provide under a statutory provision; (2) the person has agreed to its provision; (3) ignoring this section 3 and section 93 of the 2003 Act, the authority does not have the power to charge for the provision of the service and (4) the general power is subject to a duty to ensure that income does not exceed cost recovery taking one financial year with another.



The GPOC does not enable local authorities to set charges for mandatory services, impose fines or create offences or byelaws affecting the rights of others, over and above existing powers to do so and remains subject to public law controls and other statutory restraints such as the Equality Act 2010. By giving local authorities the flexibility to act in their own financial interests, the GPOC permits them to be enterprising through increased trading and charging activity.

Considerations:

If there are powers to trade with other public bodies, for example under the Goods and Services Act, Is it more appropriate to use that power rather than set up a commercial trading company under the 2003 Act? Where the council has other powers and the motives are, for example, **regeneration and community benefit**, there is no obligation to set up a commercial trading company even if it is likely that such activities will generate a financial return. The council needs to be clear what the purposes are of its charging or trading activities and then needs to find the relevant power and exercise that power properly.



Appendix 4: Checklist for Officers

Staying in control of charging - A charging checklist for officers			
Corporate review	Establish Principles	Join up objectives with charging	Set Targets for Charges
	Do you have a clear understanding of corporate/service charging principles?	Are the links made between the power of charging and the Council's strategic and service objectives?	Are objectives translated into targets for charges that paint a clear picture of 'success'?
		Have we established where we can make the best use of charging to deliver corporate & service objectives?	Are any conflicts with objectives identified, can these be resolved?
Best Value Review	Make Charging Decision	Design Charges	Monitor & Evaluate
	Is the performance of charges against targets evaluated?	Is there sufficient time, information and direction to complete task?	Does the expected impact fit with service and corporate objectives?
	Is best use made of existing service user and transaction information?	Is differential pricing used to target groups?	Are measures in place to assess the impact of charges?
	Is there sufficient understanding of service users and their needs?		Is there an established performance review timetable and reporting process?
	Is there sufficient understanding of target groups?	Is there adequate understanding of likely user reaction to charges and are Members aware of this?	Are the target groups clear?
Is benchmarking comprehensive / is there a complete picture of competition?	Are clear performance targets set and communicated?		
		Do reviews cover all charges?	



Appendix 5:

Reviewing Fees and Charges [para 39]

Each service should maintain a schedule of fees and charges levied. This schedule should include, but identify separately, those charges where there are national / external procedures or other specific procedures for determining and reviewing rates of charge.

This will facilitate the proper consideration and approval of fees and charges, and subsequent changes, through the service and financial planning cycle and budget setting process.

In all cases, however, the schedule should indicate as a minimum:

- The nature of the service or supply being charged for.
- By whom are charges determined.
- The legal basis of charge.
- Current rates of charge.
- Estimated revenue in current year, and on review within the service and financial planning process,
- Proposed increase.
- Percentage increase.
 - Proposed rate of charge.
 - Effective date for increase.
 - Estimated revenue in full year.
- Wider considerations covered in paras 34-38. Inflation, Market pressures, Benchmarking, legal, CDS overhead.

App 6 will be helpful in understanding different approaches to determining cost in detail.

The need for transparency: [para 42]

Where **service level agreements/contracts** are in place these should also reflect this transparency and as a minimum include:

- The parties
- Service description
- Agreement period
- Service Level Agreement options and how they differentiate from one another (customer perspective)
- Pricing showing fees and charges against options (in multi-level SLAs) within the provision of services.
- Price review and variation clauses i.e. Early Termination process/fee.
- Liability provisions
- Obligations, responsibilities
- Review periods, if required
- Customer satisfaction method
- Data protection provisions



- Confidentiality
- Termination and termination effect clauses
- Dispute resolution and complaints policy.
- Operational procedures, where required and/or Customer Charter
- An operational contact.

Legal services should be consulted in the drafting of commercial SLAs/contracts.

DRAFT

Internal Scrutiny Committee

Meeting to be held on Friday, 21 January 2022

Electoral Division affected: (All Divisions);
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Public Realm Agreements

(Appendix 'A' refers)

Contact for further information:

Hannah Race, Tel: 01772 530655, Senior Democratic Services Officer,

hannah.race@lancashire.gov.uk

Brief Summary

Appendix 'A' to this report provides the Internal Scrutiny Committee with information on the county council's Public Realm Agreements with the district councils.

Officers from the county council's Highways Service will attend the meeting to present and answer members' questions.

Recommendation

The Internal Scrutiny Committee is asked to:

- i) Note the presentation provided by the Highways Service on Public Realm Agreements, provided at Appendix 'A'; and
- ii) Consider whether Public Realm Agreements need to be looked at in further detail in the future, the desired impact of further scrutiny, and identify appropriate next steps.

Detail

At the meeting of the Internal Scrutiny Committee held 10 September 2021, it was noted that Public Realm Agreements received a lot of attention from the public and were a concern to residents. Members felt it was important to consider the relationship between the county council and district councils as well as the funding provided.

Appendix 'A' provides information about the county council's Public Realm Agreements with the district councils.

Phil Durnell, Director of Highways Service, John Davies, Head of Service Highways, and Ridwan Musa, Highways Service Manager – Operations, will attend the meeting to present and answer members' questions.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

N/A

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

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A

Public Realm Agreements with District Councils

Ridwan Musa

Background

- The County Council is the Highway Authority for highways other than trunk roads in the County of Lancashire by virtue of Section 1(2) of the Highways Act 1980.
- The County Council has the power to arrange for the discharge of its functions by the Council under section 101 of the Local Government Act 1972.
- The Council has the power to discharge the functions of the County Council under section 101 of the Local Government Act 1972.
- This arrangement is designed to facilitate the discharge of certain highway authority functions by the Council and the Council's acceptance of those functions on the terms and conditions of this Agreement.

The Agreement

- The parties have entered into this Agreement pursuant to Section 101 of the Local Government Act 1972 and Sections 2 and 19 of the Local Government Act 2000 and all other enabling powers.

The Agreement

- **Covers:**
 - The Council's Duties And Responsibilities
 - The County Council's Duties And Responsibilities
 - Personnel
 - Reimbursement
 - Health And Safety
 - Termination
 - Intellectual Property And Records
 - Many more

Work Areas

- Grass cutting in Highway verges and roundabouts in the Relevant Area, to a standard not lower than 8 cuts to amenity grass areas and 4 flail cuts to rural non amenity areas.
- Carry out reactive treatment to prevent the growth of weeds upon adopted highways and footways within the Relevant Area in accordance with the requirements set out within the Highway Management Plan. Areas to be treated twice yearly in May/June and August/September.
- Remove and dispose of leaf fall from Highways within the Relevant Area as per the requirements set out in Schedule 1.

Work Areas

- Removal and disposal of Wind Blown Sand from highways and footways.
- Maintenance of Trees
- Undertake maintenance of highway verges and shrubs to a standard not lower than the standard set out in the County Council's Highway Management Plan and in accordance with the requirements at Schedule 1.
- Permissive Task Only: to be agreed

The Specification

- All works undertaken by the Council on behalf of the County Council shall be in accordance with the specification and requirements set out in the agreement and County Councils Highway Management Plan (HMP), associated Codes of Practice as referred to within the HMP

The Specification

- Amenity Grass Cutting – 8 times per year (previously 4)
- Rural/High speed flail cutting – 4 times per year (previously 2)
- Weed control – 2 times per year & reactive (previously 1 & reactive)
- Tree work – reactive as required
- Hedges/Shrubs – reactive as required
- Leaf sweeping – Autumn as required

Who does what?

	PUBLIC REALM AGREEMENT?	AMENITY GRASS CUTTING	RURAL FLAIL CUTTING	HIGH SPEED FLAIL	WEED CONTROL	TREES WORKS	HEDGES & SHRUBS	LEAF CLEARANCE	SIGN CLEANING
BURNLEY	✓	✓	✗	✗	✓	✓	✓	✓	✗
CHORLEY	✓	✓	✓	✓	✓	✗	✓	✓	✗
FYLDE	✓	✓	✗	✗	✓	✗	✗	✓	✗
HYNDBURN	✓	✓	✓	✓	✓	✓	✓	✓	✗
LANCASTER	✓	✓	✓	✓	✗	✓	✓	✓	✗
PENDLE	✓	✓	✗	✗	✓	✓	✓	✓	✗
PRESTON	✓	✓	✗	✗	✓	✗	✓	✓	✗
RIBBLE VALLEY	✓	✓	✗	✗	✓	✗	✓	✓	✗
ROSSENDALE	✓	✓	✓	✓	✓	✓	✓	✓	✗
SOUTH RIBBLE	✓	✓	✓	✓	✓	✗	✓	✓	✓
WEST LANCS	✓	✓	✓	✓	✓	✗	✗	✓	✗
WYRE	✓	✓	✗	✗	✓	✓	✓ core only	✓	✗

Funding to Districts

- Reductions in payments
 - Austerity
 - Increase efficiency
 - Improve performance

Funding to Districts

- 2017 tender exercise
- Competitive rates applied to areas of grass cutting
- Factored in extra cuts
- Factored in extra weed killing
- Matched costs where evidenced

Funding to Districts

COUNCIL / PARISH COUNCIL					2 year agreement		3 year agreement based on measures and additional funding in 2017			5 year agreement with inflation
	2013/2014	2014/2015	2015/2016	2016/2017	2016/2017 Revised 20% reduction	17/18	18/19	19/20	20/21	21/22
	£	£	£	£	£	£	£	£	£	£
Burnley	73,000	67,890	62,050	54,750	44,050	44,050	58,138	58,138	58,138	59,500
Pendle	110,570	102,830	93,985	82,928	66,720	66,720	67,400	67,400	67,400	69,000
Hyndburn	78,138	72,668	66,417	60,343	47,150	47,150	60,217	60,217	60,217	61,600
Rossendale	53,564	49,815	45,529	40,173	32,320	32,320	37,141	37,141	37,141	38,000
Wyre	115,000	106,950	97,750	93,479	69,390	69,390	102,038	102,038	102,877	105,300
Fylde	105,000	97,650	89,250	91,083	63,360	63,360	95,461	95,461	95,461	97,700
Lancaster	230,000	213,900	195,500	172,500	138,790	138,790	161,955	161,955	161,955	165,800
Ribble Valley	40,000	37,220	34,000	30,000	24,140	24,140	31,208	31,208	31,208	31,900
Preston	159,690	148,512	135,737	127,759	96,360	96,360	100,426	100,426	100,426	102,800
South Ribble	165,000	153,450	140,250	123,750	99,570	99,570	145,610	145,610	145,610	149,000
West Lancs	358,565	327,720	289,165	289,165	232,660	232,660	260,611	260,611	260,611	266,700
Chorley	102,602	95,420	87,212	76,952	61,910	61,910	96,177	96,177	96,177	98,400
Sub-Total for Districts	1,618,116	1,474,025	1,336,845	1,213,590	976,420	976,420	1,216,382	1,216,382	1,217,221	1,245,700

Any questions?

Internal Scrutiny Committee

Meeting to be held on Friday, 21 January 2022

Electoral Division affected:
(All Divisions);

Corporate Priorities:
N/A

Report of the Budget Scrutiny Review Panel (Appendix 'A' refers)

Contact for further information:

Hannah Race, Senior Democratic Services Officer, Tel: 01772 530655,
hannah.race@lancashire.gov.uk

Brief Summary

This report presents a brief overview of matters presented and considered by the Budget Scrutiny Review Panel at its meeting held on 2 November 2021.

The Panel's Terms of Reference are included at Appendix 'A', for reference.

Recommendation

The Internal Scrutiny Committee is asked to:

- i) Note the update provided by the Budget Scrutiny Review Panel following its meeting on 2 November 2021; and
- ii) Further to the request of the Budget Scrutiny Review Panel, consider updating the Panel's Terms of Reference to include monitoring growth items under 'Role of the Review Panel'.

Detail

Update from the Meeting held on 2 November 2021

Updated Terms of Reference for Budget Scrutiny Review Panel

The Budget Scrutiny Review Panel considered its updated Terms of Reference, as agreed by the Internal Scrutiny Committee.

It was felt that the 'Role of the Review Panel' should include looking at approved budget growth items, to ensure they were being carried through and implemented. Neil Kissock, Director of Finance, would provide a full update on savings and growth at the meeting of the Budget Scrutiny Review Panel on 19 January 2022 and it was

agreed to ask the Internal Scrutiny Committee to consider amending the third bullet point under 'Role of the Review Panel' to include growth items.

The following was agreed:

Resolved: That the Budget Scrutiny Review Panel ask the Internal Scrutiny Committee to look at the Terms of Reference regarding the role of the panel to include monitoring growth items.

Monday Matters 2021/22 Position – Quarter 2

A copy of the report to be presented to Cabinet at its meeting on 4 November 2021 was presented to the Budget Scrutiny Review Panel by Neil Kissock, Director of Finance.

The report provided an update to Cabinet on the county council's 2021/22 revenue and capital financial position, as at the end of September 2021, and an updated medium-term financial strategy (MTFS) covering the period 2022/23 to 2024/25.

In summary, the report noted the following:

- i) The 2021/22 revenue forecast was £864.972m, representing a projected underspend of £16.441m (1.87%) of the agreed budget;
- ii) The MTFS had been updated for the current expectations of levels of funding, savings delivery, demand, and inflation;
- iii) A Full Council in February 2021, the MTFS showed a deficit of £50.048m in 2023/24. The forecast now indicated a financial deficit of £58.563m by 2024/25;
- iv) The council was forecast to hold a General Reserve against unforeseen issues of £23.437m representing circa 3% of next budget, which was unchanged from the previously reported position; and
- v) The council was forecast to hold £183.275m of uncommitted transitional reserve at the end of the financial year. This was sufficient to meet the forecast gap for all years covered by the MTFS, 2022/23 to 2024/25.

Members raised several questions, the main points of which are summarised below:

- The forecast overspend for Highways had almost doubled since the Panel's last meeting. There were unbudgeted costs relating to a claim against the authority, regarding hand arm vibration machinery affecting highway operatives, which was forecast to result in an overspend of £550,000.
- Another forecast overspend was related to an expected revenue contribution to capital outlay to fund expenditure on structural defects. This was a piece of work by the county council on potholes, which might not meet the criteria for capital work because of the length of time the repairs lasted. That is, some repairs were

completed urgently and only lasted a few months, so did not meet the definition of capital costs. There was a revised policy for structural repairs.

- Some services had received more Covid-19 monies than others. The county council had received circa £25m as a ring-fenced Covid grant, and it referred to MHCLG's forecast costs for Covid on a monthly basis in order to allocate the £25m proportionately.
- Following the Spending Review in late October, the MTFs set out in the report was out of date. The review had indicated some improvement, as the funding gap was forecast to be £58.5m by 2024/25, rather than £64m, and just under £30m by 2022/23, rather than £34.8m. The council hoped to receive a settlement from the Spending Review before Christmas and the review had been better than expected for Local Government, with the Chancellor allocating £4.8m for Local Government over the next three years. A revised MTFs for Quarter 3 would be presented to Cabinet for approval in January 2022. The funding gap in relation to the Capital Financial Position and the Reserves position remained unchanged.
- The county council was broadly on track to deliver the size of the Capital Programme identified when shaping the budget in February 2021.

The following was agreed:

Resolved: That

- i) The Budget Scrutiny Review Panel note the update provided in the report to Cabinet and note the recommendations Cabinet would be asked to approve;
- ii) Information be provided on the potential legal costs for Highways; and
- iii) An update be provided on unallocated Covid-19 monies spread across the county council's services.

Verbal Update on Budget Savings

The Budget Scrutiny Review Panel was provided with a verbal update on the council's budget savings by Neil Kissock, Director of Finance. The following points were highlighted:

- One of the most significant impacts of Covid-19 on Lancashire County Council had been the focus on the response to the pandemic, resulting in a delay to the delivery of some agreed savings plans. The delays had been reported monthly and the Covid funding awarded in the previous year had been used to cover such pressures resulting from the pandemic.
- Last year, the county council had not delivered £29m of agreed savings. This was within the 2021/22 budget and had been carried forward to this year, in addition to the circa £12m of previously agreed savings for the 2022/23 budget. Most of the delays to the delivery of savings related to Adult Social Care, which continued to deal with the impact of the pandemic.

- Tracking savings in Adult Social Care during the pandemic had been difficult, so the council was seeking new ways to monitor the delivery of savings. This piece of work would be completed by the end of November 2021 and an updated position would be provided to the Panel at its next meeting.

Resolved: That the Budget Scrutiny Review Panel note the update on Budget Savings.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

This report has no significant risk implications.

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

Paper	Date	Contact/Tel
None		
Reason for inclusion in Part II, if appropriate		
N/A		

Terms of Reference

Budget Scrutiny Review Panel

1. Composition and Role

The Budget Scrutiny Review Panel comprises 7 County Councillors (4 Conservative, 2 Labour, and 1 Green).

Current Membership:

Azhar Ali
Gina Dowding
John Fillis
Alan Schofield (Deputy)
John Singleton
Ash Sutcliffe
David Westley (Chair)

2. Role of the Review Panel

The role of the Review Panel would be to:

- Provide further support to the overall budget monitoring process
- Consider and formulate recommendations on Cabinet budget proposals
- Monitor progress of agreed budget savings

The Review Panel in exercising this function contributes to a robust budget scrutiny process, and supports effective monitoring of the county council's budget.

The Review Panel role is not to lead on the management of the budget or to set a budget, but to provide support as a 'critical friend'.

The Review Panel reports to the Internal Scrutiny Committee.

3. Frequency of Meetings

Meetings to be held six weekly between September and January with the provision for additional meetings to be held in April and July if required.

4. Functions of the Review Panel

- a) To review and scrutinise Cabinet's budget proposals
- b) To request 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

(Updated September 2021)

Terms of Reference
Budget Scrutiny Review Panel

- c) To make recommendations in respect of those budget proposals
- d) To receive regular budget updates/monitoring reports as appropriate
- e) To engage with the relevant Portfolio Holder and officers on any financial issues arising from updates / monitoring reports
- f) To make any recommendations arising from discussions with the relevant Portfolio Holder and officers in respect of any financial issues
- g) To refer to the relevant scrutiny committee any issues arising for further consideration
- h) To receive and consider responses from Cabinet in relation to the Review Panel's recommendations
- i) To receive updates on the progress of agreed budget savings
- j) To engage with the relevant Portfolio Holder and officers on issues arising from reviews of agreed budget savings
- k) To provide update reports to Internal Scrutiny Committee as appropriate
- l) To support and review potential options for self-sufficiency/commercialisation.

(Updated September 2021)

Internal Scrutiny Committee

Meeting to be held on Friday, 21 January 2022

Electoral Division affected:
(All Divisions);

Corporate Priorities:
N/A

Internal Scrutiny Work Programme

(Appendices 'A - D' refer)

Contact for further information:

Hannah Race, 01772 530655, Senior Democratic Services Officer,

hannah.race@lancashire.gov.uk

Brief Summary

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

The topics included in the work programme were identified at the joint work planning workshop for Internal and External Scrutiny held on 9 July 2021.

The work programmes for other scrutiny committees are attached at Appendices 'B' – 'D'.

Recommendation

The Internal Scrutiny Committee is asked to:

- i) Consider key lines of enquiry for future meeting topics;
- ii) Discuss any additional representation required from key officers/cabinet members/partners; and
- iii) Note and comment on the work programmes of other scrutiny committees as appropriate.

Detail

A statement of the work to be undertaken by the Internal Scrutiny Committee for the 2021/22 municipal year is set out at Appendix 'A'. The committee is asked to note that for some items the timetable is still being agreed with officers to ensure items are presented at the most appropriate time.

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

Members are requested to discuss and agree the work programme, consider key line of enquiry for future meeting topics and representation, and discuss any additional representation required from key officers/cabinet members and partners as appropriate.

In addition, the committee are requested to note and comment as appropriate on the work programmes for other scrutiny committees as set out in Appendices 'B' – 'D' (Education and Children's Services Scrutiny Committee, External Scrutiny Committee and Health Scrutiny Committee).

Consultations

NA

Implications:

This item has the following implications, as indicated:

Risk management

This report has no significant risk implications.

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

Paper	Date	Contact/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A

Internal Scrutiny Committee Work Programme 2021/22

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

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

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

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

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

The Work Programme will be submitted to and agreed by the Scrutiny Committees at each meeting and will be published with each agenda. The dates are indicative of when the Internal Scrutiny Committee will review the item, however they may need to be rescheduled and new items added as required.

Topic	Scrutiny Purpose (objectives, evidence, initial outcomes)	Lead Officers/organisations	Proposed Date(s)
Appointment of a Joint Health Scrutiny Committee between 4 local authorities	To agree the appointment of a Joint Health Scrutiny Committee between the local authorities of Lancashire, Sefton, Knowsley and Liverpool to reconfigure stroke services across the North Mersey area. The proposal will affect residents of the West Lancashire area.	LCC Gary Halsall, Senior Democratic Services Officer	10 September 2021
Update from Budget Scrutiny Review Panel	To receive a general update from the Budget Scrutiny Review Panel	LCC Misbah Mahmood, Senior Democratic Services Officer	10 September 2021
Regulatory of Investigatory Powers Act (RIPA) Annual Report	To provide an annual update to the committee.	LCC Chris Wilkinson, Trading Standards Laura Sales, Director of Corporate Services	10 September 2021
Drainage issues in general	Requests have been received to look at general drainage issues in Lancashire and the policies around drains.	LCC Highways Department Phil Durnell, Director of Highways Service John Davies, Head of Service, Highways Ridwan Musa, Operations Manager	12 November 2021
Winter Maintenance – Highways	Annual update on Winter Maintenance.	LCC Highways Department Phil Durnell, Director of Highways Service John Davies, Head of Service, Highways Ridwan Musa, Operations Manager	12 November 2021
Quality of Highway Repairs	To review the standard of highway repairs carried out by external organisations and contractors.	LCC Highways Department Phil Durnell, Director of Highways Service John Davies, Head of Service, Highways	12 November 2021

Topic	Scrutiny Purpose (objectives, evidence, initial outcomes)	Lead Officers/organisations	Proposed Date(s)
		Ridwan Musa, Operations Manager	
Income Generation and Commercialisation Strategy	Update to committee on progress of recommendations from the Income Generation Task Group report and an update on the Commercialisation Strategy.	Ajay Sethi, Head of Commercialisation Members of the Budget Scrutiny Review Panel to be invited to attend/observe this item due to an interest in this topic from panel members.	21 January 2022
Public Realm Agreements	Consideration of Public Realm Agreements, who is responsible for what and the financial elements involved. Following an update/discussion on this item Members of the committee to decide whether a Task and Finish Group is required.	LCC Highways Department Phil Durnell, Director of Highways Service John Davies, Head of Service, Highways Ridwan Musa, Operations Manager Members of the Budget Scrutiny Review Panel to be invited to attend/observe this item due to an interest in this topic from panel members.	21 January 2022
Update from Budget Scrutiny Review Panel	To receive a general update from the Budget Scrutiny Review Panel following their November meeting.	LCC Senior Democratic Services Officer	21 January 2022
The Levelling Up Fund	To consider the following points of discussion in order to try and get funding to Lancashire from the Government for regeneration of high streets and transport in the next funding round: <ul style="list-style-type: none"> - Overview of the Fund and its aims - Submitting a bid - Priorities for Lancashire 	LCC John Davies, Head of Service, Highways Phil Durnell, Director of Highways Service Bite Size Briefing also being arranged in due course.	4 March 22

Topic	Scrutiny Purpose (objectives, evidence, initial outcomes)	Lead Officers/organisations	Proposed Date(s)
Ultra-Low Emission Vehicles	<p>Following improvements to range etc, LCC has now procured its first electric vehicles (small vans).</p> <p>No new petrol or diesels cars will be available from 2030. Issues remain regarding suitability of current designs for county council activities, but these are diminishing as designs improve. Charging issues too.</p> <p>Capital purchase cost of vehicles is substantially greater but whole-life costs more equivalent</p> <p>Currently technology for large vehicles isn't in place.</p>	<p>LCC Oliver Starkey, Head of Service, Public and Integrated Transport</p> <p>Phil Durnell, Director of Highways</p>	4 March 22
Update from Budget Scrutiny Review Panel	To receive a general update from the Budget Scrutiny Review Panel following their January meeting.	LCC Senior Democratic Services Officer	4 March 2022
Economic and Social recovery post Covid and the way forward.	<p>Being the second largest economy in NW, Lancashire hit hard on three fronts:</p> <ul style="list-style-type: none"> - under some form of restriction for majority of pandemic; AND - business sectors hardest hit are Lancashire's key sectors, manufacturing, hospitality, retail; AND - Impacts of a global health crisis exacerbated in significant areas of existing inequality and deprivation. 	LCC Stephen Young, Executive Director Growth, Environment, Transport & Community Services.	22 April 2022

Appendix A

Topic	Scrutiny Purpose (objectives, evidence, initial outcomes)	Lead Officers/organisations	Proposed Date(s)
	A recovery framework was devised in June 2020 and a new strategic vision has been developed in the Greater Lancashire Plan.		
Update on Reducing Single Use Plastics in Lancashire	An update report on the ongoing work to reduce single use plastics within the county council and the development of a strategy to make LCC a SUP free authority where possible and feasible.	LCC Mike Kirby leading on this with support from Clare Johnson, Steve Scott, William Maxwell, Rachel Tanner, Ginette Unsworth, Ajay Sethi.	22 April 2022
The Bus Service Improvement Plan/ Enhanced Bus Partnerships	In March 2021, government published its National Bus Strategy – 'Bus Back Better' with £3bn supporting funding during this parliament to be allocated to transport authorities.	LCC Oliver Starkey, Head of Service, Public and Integrated Transport Phil Durnell, Director of Highways	TBC by Officers A joint session is being considered with other scrutiny committees due to overlap between work areas.
Youth Employment and Skills – impact on youth as one of the hardest hit groups during the pandemic	Consideration to be given to which scrutiny committee will be best to consider this item.	LCC	To be agreed
Regulatory of Investigatory Powers Act (RIPA) Annual Report	To provide an annual update to the committee.	LCC Chris Wilkinson, Trading Standards Laura Sales, Director of Corporate Services	July or September 2022

Education and Children's Services Scrutiny Committee

Work Programme 2021-22

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

The items on the work programme are determined by the committee following the work programming session at the start of the municipal year in line with the Overview and Scrutiny Committees Terms of Reference detailed in the county council's Constitution. This includes provision for the rights of county councillors to ask for any matter to be considered by the committee or to call-in decisions.

Coordination of the work programme activity is undertaken by the chair and deputy chair of all of the scrutiny committees to avoid potential duplication.

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

- Scrutinise matters relating to education delivered by the authority and other relevant partners
- Fulfil all the statutory functions of an Overview and Scrutiny Committee as they relate to education functions of a children's services authority
- Scrutinise matters relating to services for children and young people delivered by the authority and other relevant partners.
- Review and scrutinise any matter relating to the planning, provision, and operation of the health service in the area and make reports and recommendations to NHS bodies as appropriate
- Invite interested parties when reviewing any matter relating to the planning, provision, and operation of the health service in the area, to comment on the matter and take account of relevant information available, particularly that provided by the local healthwatch
- Review and scrutinise any local services planned or provided by other agencies which contribute towards the health improvement and the reduction of health inequalities in Lancashire and to make recommendations to those agencies, as appropriate

Appendix B

- Take steps to reach agreement with NHS body, in the case of contested NHS proposals for substantial service changes
- Refer a matter to the relevant secretary of state in the case of contested NHS proposals for substantial service changes where agreement cannot be reached with the NHS
- Refer to the relevant secretary of state any NHS proposal which the committee feels has been the subject of inadequate consultation
- Scrutinise the social care services provided or commissioned by NHS bodies exercising local authority functions under Section 31 of the Health Act 1999
- Draw up a forward programme of health scrutiny in consultation with other local authorities, NHS partners, the local healthwatch, and other key stakeholders
- Acknowledge within 20 working days to referrals on relevant matters from the local healthwatch or local healthwatch contractor, and to keep the referrer informed of any action taken in relation to the matter
- Require the chief executives of local NHS bodies to attend before the committee to answer questions, and to invite the chairs and non-executive directors of local NHS bodies to appear before the committee to give evidence
- Invite any officer of any NHS body to attend before the committee to answer questions or give evidence.

The work programme will be submitted to and agreed by the scrutiny committees at each meeting and will be published with each agenda.

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

Appendix B

Topic	Scrutiny Purpose	Lead Officers/organisations	Proposed Meeting Date
School Place Planning	'How to' guide on school place planning ahead of the updated School Place Provision Strategy 2021-2026 release	Director of Strategy and Performance/Head of Asset Management/Admissions Manager	1 September 2021
Maintained Nurseries	Update on the local authority's engagement with maintained nurseries	Acting Director of Education, Culture and Skills/Interim Head of Early Years	5 October 2021
School Place Provision Strategy 2022-25	Review of the draft School Place Provision Strategy 2022-25 prior to Executive decision taken	Director of Strategy and Performance/Head of Asset Management	9 November 2021
Lancashire Education Strategy 2022-25	Review of strategy prior to Executive decision taken	Head of Service Education Improvement 0-11	9 November 2021
Children and Young People's Mental Health	Post Covid impact and progress update on CAMHS redesign	Director of Policy, Commissioning and Children's Health/NHS/Youth Council reps/School reps	7 December 2021
Children Looked After	Housing, EET, services/schools' transitions	Director of Children's Services/Head of Service Looked After Children Leaving Care	18 January 2022
Children's Health	Update on children's health in Lancashire post covid	Public Health Consultant	18 January 2022
Lancashire Schools Attainment Outcomes	Annual report on attainment outcomes in schools across Lancashire. To include impact of the catch up funding on attainment.	Acting Director of Education, Culture and Skills/Head of Service Education Improvement 0-11/Finance	22 February 2022
School Travel (TBC)	Review of current travel schemes and potential initiatives (walking school buses, mums for lungs, school streets, shared rides, community	TBC	16 March 2022

Appendix B

Topic	Scrutiny Purpose	Lead Officers/organisations	Proposed Meeting Date
	bus schemes, road safety, update on the SEND home to school transport policy review Air pollution, bus service redesign, new homes – joint session with other scrutiny committees TBC		
Employment, Education or Training (EET)	Review of measures in place and lessons learned - data trends, CLA, young carers, alternative provision colleges	Director of Education, Culture and Skills Alternative Provision	20 April 2022
EET (ctd)	Review of apprenticeships data, work based training, district data link, accessibility	Lancashire Enterprise Partnership District Council leads	17 May 2022

Bite size briefings for councillors:

Subject	Delivered by	Date of session/recording
Responsibilities of the county council and school governing bodies for schools	Sarah Callaghan	21 September View and Review (lancscc.net)
SEND sufficiency	Sally Richardson	21 September View and Review (lancscc.net)
School Place Planning	Mel Ormesher	13 October View and Review (lancscc.net)
SEND Overview and APP Update	Sally Richardson	24 November 10am View and Review (lancscc.net)
Early Years	Andrew Cadman	6 December 11.15am View and Review (lancscc.net)
Children's Performance Service	Brendan Lee	26 January 2pm

Alternative School Provision	Sally Richardson	2 February 2022, 10am
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Additional topics identified:

- SEND – COVID recovery, in-house ed psych and assessors vs costs to external agencies, auditory and sensory disorder, costs, short breaks
- Cabinet work on low carbonisation – education/waste renewables
- Provision in Lancashire schools for bilingual children
- PHSE and life planning in schools
- Maintained nurseries update to Cabinet
- Child poverty
- Children and young people's mental health update – impact and outcomes from information presented at Dec meeting
- Potential inquiry day on children and young people's mental health – recommendation from Dec meeting

Task Group recommendation updates:

- Schools Causing Concern
- Pupils in special schools with medical conditions

External Scrutiny Committee Work Programme 2021/22

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

The items on the work programme are determined by the committee following the work programming session at the start of the municipal year in line with the Overview and Scrutiny Committees Terms of Reference detailed in the county council's Constitution. This includes provision for the rights of county councillors to ask for any matter to be considered by the committee or to call-in decisions.

Coordination of the work programme activity is undertaken by the chair and deputy chair of all of the scrutiny committees to avoid potential duplication.

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

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

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

Appendix C

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

Topic	Scrutiny Purpose (objectives, evidence, initial outcomes)	Lead Officers/organisations	Proposed Date(s)
Community Safety Partnerships – Lancashire Strategic Assessment 2022-2025	Review the key themes within the Strategic Assessment, as the main elements that will feature in the Community Safety Agreement	Debbie Thompson, LCC	29 November 2021
Supporting Lancashire Businesses during COVID-19	Review of the funding made available from Government and to identify lessons learned to help inform recommendations for future joint working with District Councils	CC Aidy Riggott, Cabinet Member for Economic Development and Growth, Andy Walker, LCC	
Universal Credit in Lancashire	Update from LCC Welfare Rights Service on the implications on county council frontline services and budgets.	LCC and DWP representatives	11 January 2022
Electricity North West	Response to Storm Arwen	ENW representatives	
Strengthening Flood Risk Management and Preparedness	Progress report on agreed actions arising from recommendations of scrutiny task and finish group review.	Rachel Crompton and Laura Makeating, Flood Risk Managers, LCC and CC Shaun Turner, Cabinet Member for Environment and Climate Change	1 March 2022
Community Safety Agreement 2022-25	Review the proposed agreement for 2022-2025	Debbie Thompson, LCC	12 April 2022

Topics for potential inclusion on the programme:

- Transport for the North – infrastructure and routes
- Decarbonisation in Lancashire
- Road Safety Partnership (Community Safety Partnerships) - Review of strategy/policy and preparations for the new changes to the Highway Code
- Greater Lancashire Plan
- HS2

Health Scrutiny Committee Work Programme 2021/22

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

The items on the work programme are determined by the committee following the work programming session carried out by the steering group at the start of the municipal year in line with the Overview and Scrutiny Committees' Terms of Reference detailed in the county council's Constitution. This includes provision for the rights of county councillors to ask for any matter to be considered by the committee or to call-in decisions.

Coordination of the work programme activity is undertaken by the chair and deputy chair of all of the scrutiny committees to avoid potential duplication.

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

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

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

The work programme will be submitted to and agreed by the Health Scrutiny Committee at each meeting and will be published with each agenda.

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

Health Scrutiny Committee Work Programme

Topic	Scrutiny Purpose (objectives, evidence, initial outcomes)	Lead Officers/organisations	Proposed Date(s)
Lancashire & South Cumbria Pathology Collaboration	Seek assurances from the patient's perspective, impact on workforce; service provision in west Lancashire.	LSCFT	14 September 2021
Community Mental Health Transformation programme	Early engagement on the programme - background/case for change; how this will affect methods of service delivery; changes to accessibility and pathways including urgent; which partners involved, next steps and timescales	LSCFT	
Increasing vaccination uptake and addressing inequalities	Joint report from the NHS, the council for voluntary services, and the borough councils delivering the local vaccination programme.	LCC Public Health, Lancashire & South Cumbria ICS, CVS and borough councils	2 November 2021
Workforce GP shortage	Progress made in relation to recommendations of the 2017 scrutiny inquiry report	NHS England North West and Lancashire & South Cumbria ICS	14 December 2021 (cancelled)
Housing with Care and Support Strategy	Progress on the implementation of the strategy	LCC Adult Services	1 February 2022
Lancashire & South Cumbria - Enhanced Acute Stroke Services programme	Consider the business case for the reconfiguration of stroke services in the area.	Lancashire and South Cumbria Integrated Stroke and Neurorehabilitation Delivery Network (ISNDN)	
Disabled facilities Grants - TBC	Report on the differing allocations of Disabled Facilities Grants to district councils in Lancashire with a focus on discretionary grants	LCC Public Health	22 March 2022
New Hospitals Programme	Update on options	Rebecca Malin and Jerry Hawker, New Hospitals Programme	
Shaping Care Together - TBC	Update on the programme	TBC	

Other topics to be moved on to the work programme at the appropriate time:

- Lancashire and South Cumbria Pathology Collaboration (September 2022)
- Community Mental Health Transformation programme (tbc)
- Early intervention and social prescribing - Review of development and effectiveness – (tbc)

Health Scrutiny Steering Group Work Programme

Topic	Scrutiny Purpose (objectives, evidence, initial outcomes)	Lead Officers/partners	Proposed Date(s)
Lancashire and South Cumbria Stroke Services briefing	Update on Acute Stroke Centres (previously referred to as Hyper Acute Stroke Services)	Jack Smith, Elaine Day, NHS England and Improvement	22 September 2021
New Hospitals programme briefing	Update on the programme	Jerry Hawker and Rebecca Malin, New Hospitals Programme	
Substantial variation protocol for Lancashire	Consider the implementation of a written protocol for Lancashire	Gary Halsall, LCC	
Initial Response Service	Report on the newly established service by Lancashire and South Cumbria NHS Foundation Trust	LSCFT	13 October 2021
Clatterbridge Cancer Centre	Blood cancer proposal	Jackie Moran, NHS West Lancashire Clinical Commissioning Group	
Lancashire and South Cumbria Pathology Collaboration	Concerns raised by pathologists	Gary Halsall, LCC	
Outbreak management and infection control – adult social care	Report on the key issues	Lisa Slack, Head of Service Quality, Contracts and Safeguarding Adults Service, LCC	10 November 2021
NHS 111	Findings and evaluation of the new NHS 111 First programme (resolution from committee's meeting held on 15 September 2020)	Jackie Bell, Head of NHS 111 Service, NWAS	
NHS winter planning	Assurance on measures and systems in place for the forthcoming winter.	Seamus McGirr and David Bonson, Lancashire and South Cumbria ICS	

Appendix D

Continuing Healthcare Assessments	Focus on county council resources, understanding the delay to finalising policies, and the effect on wider health outcomes	Ian Crabtree and Saad Khan, LCC	1 December 2021
Workforce resilience, wellbeing, sufficiency – Adult Social Care	Report on the key issues	Louise Taylor, Tony Pounder, LCC Adult Social Care	
Healthwatch Lancashire	Identifying collaborative ways of working	David Blacklock, People First/Health Lancashire	5 January 2022
Workforce GP shortage	Progress made in relation to recommendations of the 2017 scrutiny inquiry report	NHS England North West and Lancashire and South Cumbria ICS	
New Hospitals Programme	Update on shortlisting options - first phase	Rebecca Malin and Jerry Hawker, New Hospitals programme	
UHMBT – Urology and Trauma and Orthopaedic Services	Determine how to monitor improvements	University Hospitals of Morecambe Bay Hospitals NHS Foundation Trust and Dr David Levy, Chair of NHSE/I System Improvement Board	9 February 2022
Shaping Care Together - TBC	Update on the programme	TBC	
Quality Surveillance Group	Introduction and identifying collaborative ways of working	Jackie Hanson and Jane Scattergood, NHS England & NHS Improvement North West Region	
NHS Trust Quality Accounts	Review of NHS Trust Quality Accounts – formulating comments	Healthwatch Lancashire	10 March 2022
Continuing Healthcare Assessments - TBC	Update on progress	Ian Crabtree, Saad Kafrika, LCC and Talib Yaseen, Lancashire and South Cumbria ICS	
Health inequalities – people with learning disabilities - TBC	Report on the key issues	LCC Learning disabilities, autism and mental health	
Annual health checks and LeDeR programme - TBC	Written report and action plan on performance against the trajectory for discharge rates,	Lancashire and Midlands Commissioning Support Unit/Lancashire and South Cumbria ICS	

	Annual Health Checks (AHC) and Learning Disabilities Mortality Reviews (LeDeR) targets		
Intermediate Care Services - TBC	Report on the key issues	LCC and Lancashire & South Cumbria ICS	
NHS Trust Quality Accounts	Review of NHS Trust Quality Accounts – formulating comments	Healthwatch Lancashire	
Preventative healthcare – healthy weight and obesity; NHS Health Checks (Healthy Hearts) Emotional and Mental Health – substance misuse and alcohol services - TBC	Overarching report identifying the key issues.	LCC Public Health	6 April 2022
			4 May 2022

Other topics to be scheduled:

- High Intensity User Programme
- Lancashire and South Cumbria Enhanced Acute Stroke Services – update to steering group between March and May 2022
- Liberty Protection Safeguards – review of preparations before go live (April/October 2022?)
- Health and Care Bill 2021 – implications for health scrutiny
- Vascular Service improvement and new model of care and Head and Neck programme
- Healthwatch reports:
 - COVID recovery and restoration - primary and elective care
 - Primary care - face to face engagement
 - Dental service shortage
 - Day Care Service improvement (LCC)
 - Community Diagnostic hubs
- Building and enduring health protection function beyond COVID – initial report on plans from LCC Public Health

Rapporteur activity:

- CC D Westley - Ian Barber, Lancashire Armed Forces Covenant Hub, ex-service personnel programme of engagement with GPs and health services

Briefing notes and bite size briefings to be requested:

- January 2022 - CQC Assurance of local authority Adult Social Care (CQC report to be presented to committee) – briefing note to steering group and bite size briefing for all members?
- Health and Care Bill – opportunities for population health – bite size briefing