

## Full Council

Thursday, 25th May, 2023 at 1.00 pm in Council Chamber, County Hall, Preston

## Agenda

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- (f) **The Overview and Scrutiny Committees** (Pages 155 - 166)
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- C. Notices of Motion**
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Angie Ridgwell  
Chief Executive

County Hall  
Preston

17 May 2023







# Agenda Item 3

## Questions submitted under Standing Order B28

No.	To be asked by:	Question:	For answer by (Cabinet Member):
1.	CC Gibson	<p>The Coronavirus Business Interruption Loan (CBIL) Scheme was meant for those businesses 'adversely affected by the pandemic'. Private schools were handed more than £157million in government subsidised loans from this scheme during the pandemic (figures from Open Democracy) owing to a clause that allowed these schools to operate as businesses or charities.</p> <p>Would the Cabinet Member agree with me that it is totally unfair that private schools can switch their status to capitalise on these grants whilst State schools across Lancashire are specifically excluded from applying and instead have to rely on cutting back on staffing levels, overheads and other pupil resources in order to balance their budgets?</p>	CC Rear
2.	CC Sutcliffe	Will the Health and Wellbeing Board priorities deliver positive outcomes for young people, and how does the Board ensure that young people are listened to?	CC Green
3.	CC Beavers	In light of the recent cases of energy companies forcing their way into vulnerable people's homes, would the Cabinet Member agree with me that the OFGEM Code of Conduct on such activities does not go far enough and that Government should introduce mandatory legislation to protect vulnerable people in Lancashire?	CC Green



## Minutes

At an Extraordinary General Meeting of the Full Council held at Council Chamber, County Hall, Preston, on Thursday, 23rd February, 2023

### Present:

County Councillor Peter Britcliffe (Chairman)

### County Councillors

T Aldridge	A Fewings	M Pattison
A Ali OBE	J Fillis	E Pope
U Arif	A Gardiner	J Purcell
T Ashton	J Gibson	J Rear
N Aziz	G Gooch	P Rigby
R Bailey	M Goulthorp	S Rigby
S Barnes	M Green	A Riggott
L Beavers	H Hartley	M Salter
J Berry	C Haythornthwaite	S Serridge
P Buckley	N Hennessy	J Shedwick
J Burrows	S Hind	J R Singleton JP
A Cheetham	S Holgate	S Smith
S Clarke	T Hurn	K Snape
A Clempson	K Iddon	A Sutcliffe
M Clifford	A Kay	R Swarbrick
L Collinge	H Khan	M Tomlinson
J Couperthwaite	E Lewis	C Towneley
L Cox	M Maxwell-Scott	S Turner
A Cullens BEM	G Mirfin	A Vincent
M Dad BEM JP	S C Morris	D Westley
F De Molfetta	D O'Toole	P Williamson
G Dowding	J Oakes	R Woollam
C Edwards	J Parr	B Yates

### 1. Apologies and Announcements

Apologies for absence were received from County Councillors David Howarth, Lian Pate, John Potter, Alan Schofield and Sue Whittam.

Apologies for absence were also presented on behalf of Mrs Susie Charles.



County Councillors Mohammed Iqbal, Sobia Malik and Yousuf Motala joined the meeting remotely.

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

None declared.

## **3. Appointment of Honorary Aldermen**

It was moved by County Councillor Phillippa Williamson and seconded by County Councillor Azhar Ali:

That having regard to the eminent services rendered to Lancashire County Council by former County Councillors Albert Atkinson, Terry Burns, Susie Charles, Kevin Ellard, Elizabeth Oades, and George Wilkins, the County Council confers on them the title of Honorary Alderman of the County Council.

County Councillor Gina Dowding spoke in support of the Motion.

The Motion was then further supported by County Councillors David O'Toole, Azhar Ali, Phillippa Williamson, Matthew Tomlinson, Gina Dowding and John Shedwick who each spoke in turn to specifically support former County Councillors Albert Atkinson, Terry Burns, Susie Charles, Kevin Ellard, Elizabeth Oades, and George Wilkins respectively.

Upon being put to the vote, the Motion was carried.

It was therefore:

**Resolved:** - That having regard to the eminent services rendered to Lancashire County Council by former County Councillors Albert Atkinson, Terry Burns, Susie Charles, Kevin Ellard, Elizabeth Oades, and George Wilkins, the County Council confers on them the title of Honorary Alderman of the County Council.

The Chairman of the County Council then presented certificates to Honorary Aldermen Albert Atkinson, Terry Burns, Kevin Ellard, Elizabeth Oades and George Wilkins who each addressed the Council and thanked the Council for the honour bestowed upon them.

## **4. Urgent Business**

There was no urgent business to be considered.

Angie Ridgwell  
Chief Executive

County Hall  
Preston



## Minutes

At a meeting of the Full Council held at Council Chamber, County Hall, Preston, on Thursday, 23rd February, 2023

### Present:

County Councillor Peter Britcliffe (Chairman)

### County Councillors

T Aldridge	J Gibson	M Pattison
A Ali OBE	G Gooch	E Pope
U Arif	M Goulthorp	J Potter
T Ashton	M Green	J Purcell
N Aziz	H Hartley	J Rear
R Bailey	C Haythornthwaite	P Rigby
S Barnes	N Hennessy	S Rigby
L Beavers	S Hind	A Riggott
M Brown	A Hindle	M Salter
P Buckley	S Holgate	S Serridge
J Burrows	D Howarth	J Shedwick
A Cheetham	T Hurn	J R Singleton JP
S Clarke	K Iddon	S Smith
A Clempson	S Jones	K Snape
M Clifford	A Kay	A Sutcliffe
L Collinge	H Khan	R Swarbrick
J Couperthwaite	N Khan	M Tomlinson
L Cox	E Lewis	C Towneley
A Cullens BEM	M Maxwell-Scott	S Turner
M Dad BEM JP	J Mein	A Vincent
F De Molfetta	G Mirfin	D Westley
G Dowding	S C Morris	S Whittam
C Edwards	D O'Toole	P Williamson
A Fewings	J Oakes	R Woollam
J Fillis	J Parr	B Yates
A Gardiner	L Pate	

### 1. Apologies and Announcements

Apologies for absence were received from County Councillors Alan Hosker and Alan Schofield.



County Councillors Mohammed Iqbal, Sobia Malik, and Yousuf Motala joined the meeting virtually.

## Announcements

### Laura Sales

The Chairman reported that this would be the last Full Council for Laura Sales, Director of Corporate Services and the county council's Monitoring Officer, who would be retiring on 31 March 2023 after a long career with the county council in various legal roles.

Full Council thanked Laura for her many years of service and wished her well in the future.

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

None declared.

## 3. Question Time

County Councillors Scott Smith, Ash Sutcliffe, Loraine Cox and Jean Parr asked their questions as follows:

No.	Question From	Subject	For Answer By
1.	County Councillor Scott Smith	Children and Young People's Mental Health	Cabinet Member for Health and Wellbeing
2.	County Councillor Ash Sutcliffe	Transport Asset Management Plan	Cabinet Member for Highways and Transport
3.	County Councillor Loraine Cox	Support for Ukrainian Guests	Cabinet Member for Community and Cultural Services
4.	County Councillor Jean Parr	Police Recruitment Procedures	Leader of the County Council

County Councillor Michael Green, Cabinet Member for Health and Wellbeing; County Councillor Rupert Swarbrick, Cabinet Member for Highways and Transport; County Councillor Peter Buckley, Cabinet Member for Community and Cultural Services; and County Councillor Phillippa Williamson, Leader of the County Council, replied.

## 4. Confirmation of the Minutes of the Meetings held on 15 December 2022 and 9 February 2023

**Resolved:** - That the Minutes of the Meetings held on 15 December 2022 and 9 February 2023 be confirmed and signed by the Chairman.



## 5. Report of the Political Governance Working Group

County Councillor Alan Cullens moved the report of the Political Governance Working Group setting out its recommendations in relation to:

1. Withdrawing Notices of Motion
2. Budget Full Council agendas
3. Mandatory training for Regulatory Committee members

**Resolved:** - That Full Council approves that the constitution be amended as set out in the report, now presented, in relation to:

- (i) The procedures relating to the withdrawal of Notices of Motion.
- (ii) The agenda for the annual budget meeting of Full Council.
- (iii) The requirement that any member sitting on the Regulatory Committee must have undertaken mandatory training relevant to the committee's work.

## 6. The Localism Act 2011 – Pay Policy Statement 2023/24

County Councillor Alan Vincent moved a report setting out the council's proposed 2023/24 Pay Policy Statement as required by the Localism Act 2011, which must be approved by Full Council prior to publication.

**Resolved:** - That the proposed Pay Policy Statement for 2023/24, as set out at Appendix 'A' to the report, now presented, be approved.

## 7. Members' Allowance Scheme 2023/24

County Councillor Alan Vincent moved a report setting out the proposed Members' Allowance Scheme for 2023/24.

**Resolved:** - That the 2023/24 Members' Allowance Scheme, as presented at Appendix 'A', to the report, now presented, be approved.

## 8. Financial Thresholds for Key Decisions

County Councillor Alan Vincent moved a report setting out, for 2023/24, the proposed financial threshold above which decisions should be treated as Key Decisions as defined in Standing Order 19 (1) (a).

**Resolved:** - That Full Council confirms that the financial threshold for Key Decisions, for the purposes of Standing Order C19 (1) (a), be increased to £2m for 2023/24, as set out in the report, now presented.

## 9. Urgent Business

There was no urgent business to be considered.



## **10. Report of the Cabinet (Part B)**

County Councillor Phillippa Williamson moved the report of the Cabinet from its meetings on 19 January 2023 and 2 February 2023 together with details of urgent key decisions taken since the last meeting of Full Council, in accordance with Standing Order C23.

**Resolved:** - That the report of the Cabinet, now presented, be noted.

## **11(a) The Urgency Committee**

County Councillor Phillippa Williamson moved the report of the Urgency Committee setting out details of the decision taken by the Director of Corporate Services (Monitoring Officer) under the county council's urgent business procedure on behalf of the Urgency Committee, together with the report of the Urgency Committee from its meeting on 19 January 2023.

**Resolved:** - That the report of the Urgency Committee, now presented, be noted.

## **11(b) The Audit, Risk and Governance Committee**

County Councillor John Singleton moved the report of the Audit, Risk and Governance Committee from its meeting on 30 January 2023.

**Resolved:** - That the report of the Audit, Risk and Governance Committee, now presented, be noted.

## **11(c) The Employment Committee**

County Councillor Phillippa Williamson moved the report of the Employment Committee from its meetings on 9 January 2023 (am and pm).

**Resolved:** - That the report of the Employment Committee, now presented, be noted.

## **11(d) The Overview and Scrutiny Committees**

County Councillor David Westley moved the report of the Overview and Scrutiny Committees from their meetings as follows:

- Scrutiny Management Board (17 January 2023)
- Children, Families and Skills (30 November 2022, 25 January 2023)
- Health and Adult Services (14 December 2022, 1 February 2023)
- Environment, Economic Growth and Transport (8 December 2022, 26 January 2023)
- Community, Cultural and Corporate Services (13 December 2022, 16 January 2023)

**Resolved:** - That the report of the Overview and Scrutiny Committees, now presented, be noted.





## **11(e) The Lancashire Health and Wellbeing Board**

County Councillor Michael Green moved the report of the Lancashire Health and Wellbeing Board from its meeting on 24 January 2023.

**Resolved:** - That the report of the Lancashire Health and Wellbeing Board, now presented, be noted.

## **12. Report of the Lancashire Combined Fire Authority**

County Councillor David O'Toole moved the report of the Lancashire Combined Fire Authority from its meeting on 19 December 2022.

**Resolved:** - That the report of the Lancashire Combined Fire Authority, now presented, be noted.

## **13. To consider Notices of Motion Submitted under Standing Order B36**

1. It was moved by County Councillor Sue Whittam and seconded by County Councillor Stuart Morris that:

This Council notes:

During September/October this year the 3 Dads walking group walked 600-miles across the UK to each of the devolved parliaments raising awareness of suicide and ensure the topic is spoken about in schools in a safe and age-appropriate way.

The 3 Dads came together after their daughters took their own lives. They have also launched a petition to get suicide prevention added to the school curriculum and this has now reached over the 100,000 signatures which will enable a debate in Parliament. The debate is yet to take place, but the petition asks for suicide to be spoken about as part of Relationships, Sex and Health Education (RSHE) lessons and for the Department for Education (DfE) to include suicide prevention within the statutory guidelines of the new curriculum.

In 2020, the Government made discussion about mental health as part of the RSHE curriculum mandatory. They will review their statutory guidance in 2023 with an aim to bringing in the revised guidance in 2024. The Government is also offering a grant of £1,200 for eligible schools and colleges in England to train a senior mental health lead to develop and implement a whole school or college approach to mental health and wellbeing.

This Council resolves:

1. To ask the Cabinet Member for Education and Skills and the Cabinet Member for Health and Wellbeing to write to the 3 Dads Walking Group acknowledging the work they are doing to include suicide awareness in schools as part of the review of the RSHE curriculum.



2. To ask the Chief Executive to write to the Secretary of State for Education to request that suicide awareness and prevention is carefully considered in the new guidance as a part of the RSHE curriculum, and to also ask for the grants to be extended to train senior mental health leads in schools beyond March 2023.
3. To ask the Cabinet Member for Education and Skills and the Cabinet Member for Health and Wellbeing to continue to promote resources including the many workforce development programmes that are available to all Lancashire Schools and colleges and also encourage them to participate in the upcoming national public consultation process on the proposed changes to the RHSE statutory guidance.

On being put to the vote the motion was CARRIED and it was therefore:

**Resolved: - That:**

This Council notes:

During September/October this year the 3 Dads walking group walked 600-miles across the UK to each of the devolved parliaments raising awareness of suicide and ensure the topic is spoken about in schools in a safe and age-appropriate way.

The 3 Dads came together after their daughters took their own lives. They have also launched a petition to get suicide prevention added to the school curriculum and this has now reached over the 100,000 signatures which will enable a debate in Parliament. The debate is yet to take place, but the petition asks for suicide to be spoken about as part of Relationships, Sex and Health Education (RSHE) lessons and for the Department for Education (DfE) to include suicide prevention within the statutory guidelines of the new curriculum.

In 2020, the Government made discussion about mental health as part of the RSHE curriculum mandatory. They will review their statutory guidance in 2023 with an aim to bringing in the revised guidance in 2024. The Government is also offering a grant of £1,200 for eligible schools and colleges in England to train a senior mental health lead to develop and implement a whole school or college approach to mental health and wellbeing.

This Council resolves:

1. To ask the Cabinet Member for Education and Skills and the Cabinet Member for Health and Wellbeing to write to the 3 Dads Walking Group acknowledging the work they are doing to include suicide awareness in schools as part of the review of the RSHE curriculum.
2. To ask the Chief Executive to write to the Secretary of State for Education to request that suicide awareness and prevention is carefully considered in the new guidance as a part of the RSHE curriculum, and to also ask for the grants to be extended to train senior mental health leads in schools beyond March 2023.
3. To ask the Cabinet Member for Education and Skills and the Cabinet Member for Health and Wellbeing to continue to promote resources including the many workforce development programmes that are available to all Lancashire Schools



and colleges and also encourage them to participate in the upcoming national public consultation process on the proposed changes to the RHSE statutory guidance.

2. It was moved by County Councillor Gina Dowding and seconded by County Councillor John Potter that:

Lancashire County Council notes:

1. The need for more ambitious action on climate and ecology is set out clearly, through, for example:
  - The “now or never” UN [report](#) of April 2022;
  - The [Leaders' Pledge for Nature](#), signed by the UK Government, which stated that - if we fail to halt and reverse biodiversity loss by 2030 - we increase the risk of further pandemics, rising global temperatures, and further loss of species;
  - An independent net zero review, and subsequent [Mission Zero](#) report, of January 2023 which recognises that we cannot achieve our net zero targets without restoring nature; and notes with concern that:
    - a. More than 2,000 homes and businesses face disappearing by the 2050s in West Lancashire, according to [research](#) published in June 2022;
    - b. A 2020 [study](#) concluded that 41.5% of protected land or natural features in Lancashire found poor conditions or the destruction of habitats; and
    - c. According to the Mammals Society, the populations of swifts, starlings, yellowhammers, greenfinches and swallows have declined by 74%, 64%, 59%, 53% and 47%, respectively, across the North West.
2. In December 2022, Council resolved to prepare a comprehensive strategy for nature recovery for Lancashire. The [Lancashire 2050 Plan](#), published in November 2022, includes - as one of eight priorities - a commitment to meet our low carbon ambitions, promote clean energy, and enhance our rich, natural environment.
3. A Bill was introduced in UK Parliament in May 2022 - the [Climate and Ecology Bill](#) - which would require the development of a strategy to ensure that the UK's environmental response is in line with the latest science. It has cross-party support from over 160 MPs and Peers and would ensure that:
  - a. A joined-up approach is taken to tackle the interconnected climate and nature crises;
  - b. The UK does its full and fair share to limit the global temperature rise to 1.5°C; and
  - c. Biodiversity loss is halted and in reverse by 2030.

Lancashire County Council recognises that:

- a. Residents, businesses, public sector bodies, and civil society groups across Lancashire are keen to take action in line with the principles of the Climate and Ecology Bill;



- b. The Climate and Ecology Bill will add value to the commitments made by the Council on both climate and nature issues.

Lancashire County Council therefore resolves to:

- (i) Support the Climate and Ecology Bill;
- (ii) Write to Lancashire's MPs, letting them know that the motion has been passed - urging them to sign up to support the Bill - or thanking them for already doing so; and write to [Zero Hour](#) - the organisers of the cross-party campaign for the Bill - expressing its support (hello@zerohour.uk).

The following friendly amendment was proposed by County Councillor Andy Fewings in accordance with Standing Order B42:

Lancashire County Council notes:

1. The need for more ambitious action on climate and ecology is set out clearly, through, for example:
  - The "now or never" UN [report](#) of April 2022;
  - The [Leaders' Pledge for Nature](#), signed by the UK Government, which stated that - if we fail to halt and reverse biodiversity loss by 2030 - we increase the risk of further pandemics, rising global temperatures, and further loss of species;
  - An independent net zero review, and subsequent [Mission Zero](#) report, of January 2023 which recognises that we cannot achieve our net zero targets without restoring nature; and notes with concern that:
    - a. More than 2,000 homes and businesses face disappearing by the 2050s in West Lancashire, according to [research](#) published in June 2022;
    - b. A 2020 [study](#) concluded that 41.5% of protected land or natural features in Lancashire found poor conditions or the destruction of habitats; and
    - c. According to the Mammals Society, the populations of swifts, starlings, yellowhammers, greenfinches and swallows have declined by 74%, 64%, 59%, 53% and 47%, respectively, across the North West.
2. In December 2022, Council resolved to prepare a comprehensive strategy for nature recovery for Lancashire. The [Lancashire 2050 Plan](#), published in November 2022, includes - as one of eight priorities - a commitment to meet our low carbon ambitions, promote clean energy, and enhance our rich, natural environment.
3. The [Ecology Bill](#) would ensure that the UK's environmental response is in line with the latest science. It has cross-party support and would ensure that Biodiversity loss is halted and in reverse by 2030.

Lancashire County Council recognises that:

- a. Residents, businesses, public sector bodies, and civil society groups across Lancashire are keen to take action in line with the principles of the Ecology Bill;



- b. The Ecology Bill will add value to the commitments made by the Council on both climate and nature issues.

Lancashire County Council therefore resolves to:

1. Support the Ecology Bill;
2. Write to Lancashire's MPs, letting them know that the motion has been passed - urging them to sign up to support the Bill - or thanking them for already doing so; and write to Zero Hour - the organisers of the cross-party campaign for the Bill - expressing its support (hello@zerohour.uk).

The friendly amendment was accepted by County Councillor Dowding and became the substantive motion. The substantive motion, as amended by County Councillor Fewings's friendly amendment, was then put to the vote and was LOST.

3. It was moved by County Councillor Samara Barnes and seconded by County Councillor Julie Gibson that:

This council notes the campaign to make care experienced a protected characteristic and that several councils across the UK have already supported this campaign.

Lancashire County Council believes that Care experienced people face significant barriers that impact them throughout their lives;

- Despite the resilience of many care experienced people, society too often does not take their needs into account.
- Care experienced people often face discrimination and stigma across housing, health, education, relationships, employment and in the criminal justice system.
- Care experienced people often face a postcode lottery of support.
- As corporate parents, councillors have a collective responsibility for providing the best possible care and safeguarding for the children who are looked after by us as an authority.
- All corporate parents should commit to acting as mentors, hearing the voices of looked after children and young people and to consider their needs in any aspect of council work.
- Councillors should be champions of our looked after children and challenge the negative attitudes and prejudice that exists in all aspects of society.
- The Public Sector Equality Duty requires public bodies, such as councils, to eliminate unlawful discrimination, harassment and victimisation of people with protected characteristics.
- Lancashire County Council acknowledges that Children entering the care system are often split from their siblings and placed outside their home Local Authority Area. That they don't choose to enter the care system, that they don't choose to be split up from their siblings and don't choose to be placed outside their local area.

Lancashire County Council therefore RESOLVES:

- (i) When making any decisions in relation to its policies or formulating its Council Plan that it recognises that Care Experienced people are a vulnerable group who face discrimination.



- (ii) That it recognises that Councils have a duty to put the needs of vulnerable people at the heart of decision-making through co-production and collaboration.
- (iii) That the Council commits to including care experience alongside Protected Characteristics in the publication and review of its Equality Objectives and the annual publication of information relating to people who share a Protected Characteristic in services and employment.
- (iv) That this council will treat care experience as if it were a Protected Characteristic so that future Equality Impact Assessments include the impact of changes on people with care experience, alongside those who formally share a Protected Characteristic where relevant.
- (v) To formally call upon all other bodies to treat care experience as if it were a Protected Characteristic.
- (vi) To formally call upon all other bodies to adopt corporate parenting for children in care and care leavers.
- (vii) For the Council to proactively seek out and listen to the voices of care experienced people when developing relevant new policies - outside of the Children, Families and Skills committee.

The following friendly amendment was proposed by County Councillor Cosima Towneley in accordance with Standing Order B42:

This council notes the campaign to make care experienced a protected characteristic and that several councils across the UK have already supported this campaign.

Lancashire County Council believes that some Care experienced people face significant barriers that impact them throughout their lives;

- Despite the resilience of some care experienced people, society too often does not take their needs into account.
- Care experienced people may face discrimination and stigma across housing, health, education, relationships, employment and in the criminal justice system.
- Care experienced people may face a postcode lottery of support.
- As corporate parents, councillors have a collective responsibility for providing the best possible care and safeguarding for the children who are looked after by us as an authority.
- All corporate parents should commit to acting as mentors, hearing the voices of looked after children and young people and to consider their needs in any aspect of council work.
- Councillors should be champions of our looked after children and challenge the negative attitudes and prejudice that exists in all aspects of society.
- The Public Sector Equality Duty requires public bodies, such as councils, to eliminate unlawful discrimination, harassment and victimisation of people with protected characteristics.
- Lancashire County Council acknowledges that Children entering the care system may be separated from their siblings and/or placed outside their home Local Authority Area:





Lancashire County Council therefore RESOLVES:

- (i) When making decisions in–relation to policies or plans to revisit present strategies that recognise care experienced people as a vulnerable group who can face discrimination.
- (ii) That we recognise the Council has a duty to put the needs of vulnerable people at the heart of decision-making through co-production and collaboration with them.
- (iii) That the Council commits to consider those with care experience in the publication and review of its Equality Objectives and the annual publication of information relating to people who share a protected characteristic in services and employment.
- (iv) That the Council considers the impact of care experience when reviewing relevant strategy and / or policies alongside protected characteristics.
- (v) To promote our Corporate Parenting principles to other bodies and consider care experience with Council strategy alongside protected characteristic policy.
- (vi) To formally call upon other bodies to adopt corporate parenting for children in care and care leavers.
- (vii) For the Council to thank the corporate parenting board for their leadership under Councillor Clarke, recognised as Good in the January 2022 Ofsted report.

Following a brief adjournment, the friendly amendment was accepted by County Councillor Barnes and became the substantive motion. The substantive motion, as amended by County Councillor Towneley's friendly amendment, was then put to the vote and was CARRIED and it was therefore:

**Resolved:** - That:

This council notes the campaign to make care experienced a protected characteristic and that several councils across the UK have already supported this campaign.

Lancashire County Council believes that some Care experienced people face significant barriers that impact them throughout their lives;

- Despite the resilience of some care experienced people, society too often does not take their needs into account.
- Care experienced people may face discrimination and stigma across housing, health, education, relationships, employment and in the criminal justice system.
- Care experienced people may face a postcode lottery of support.
- As corporate parents, councillors have a collective responsibility for providing the best possible care and safeguarding for the children who are looked after by us as an authority.
- All corporate parents should commit to acting as mentors, hearing the voices of looked after children and young people and to consider their needs in any aspect of council work.
- Councillors should be champions of our looked after children and challenge the negative attitudes and prejudice that exists in all aspects of society.



- The Public Sector Equality Duty requires public bodies, such as councils, to eliminate unlawful discrimination, harassment and victimisation of people with protected characteristics.
- Lancashire County Council acknowledges that Children entering the care system may be separated from their siblings and/or placed outside their home Local Authority Area:

Lancashire County Council therefore RESOLVES:

- (i) When making decisions in–relation to policies or plans to revisit present strategies that recognise care experienced people as a vulnerable group who can face discrimination.
- (ii) That we recognise the Council has a duty to put the needs of vulnerable people at the heart of decision-making through co-production and collaboration with them.
- (iii) That the Council commits to consider those with care experience in the publication and review of its Equality Objectives and the annual publication of information relating to people who share a protected characteristic in services and employment.
- (iv) That the Council considers the impact of care experience when reviewing relevant strategy and / or policies alongside protected characteristics.
- (v) To promote our Corporate Parenting principles to other bodies and consider care experience with Council strategy alongside protected characteristic policy.
- (vi) To formally call upon other bodies to adopt corporate parenting for children in care and care leavers.
- (vii) For the Council to thank the corporate parenting board for their leadership under Councillor Clarke, recognised as Good in the January 2022 Ofsted report.

4. It was moved by County Councillor Sue Hind and seconded by County Councillor Sue Hind and seconded by County Councillor Carole Haythornthwaite that:

This Council resolves to request the Cabinet Member for Education and Skills to write to all Lancashire School Headteachers, Chairs of Governors, Councillors in all levels of local government and local MPs to outline plans and encourage their participation in a ‘Lancashire Walks to School Day’ on Friday 19th May, to combine our commitment to the priority of protecting the environment, together with celebrating the historic Coronation of our new Monarch.

On this special day, the children will be highlighting their concerns about:

- 1) Climate change,
- 2) Air pollution, traffic congestion and the effects of parking in close proximity to the school.
- 3) The physical and mental health benefits combined with the pleasure of walking outdoors compared with a car journey would be a change for some children and therefore memorable. Those pupils who live a longer distance from school might be able to participate by walking part of the way.





This council also resolves to make resources available to support schools to help them prepare for and celebrate this initiative. We know that some schools already promote walking and cycling but if it were to be encouraged county-wide it would be a giant step forward in more ways than one.

On being put to the vote the motion was CARRIED and it was therefore:

**Resolved: - That:**

This Council resolves to request the Cabinet Member for Education and Skills to write to all Lancashire School Headteachers, Chairs of Governors, Councillors in all levels of local government and local MPs to outline plans and encourage their participation in a 'Lancashire Walks to School Day' on Friday 19th May, to combine our commitment to the priority of protecting the environment, together with celebrating the historic Coronation of our new Monarch.

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This council also resolves to make resources available to support schools to help them prepare for and celebrate this initiative. We know that some schools already promote walking and cycling but if it were to be encouraged county-wide it would be a giant step forward in more ways than one.

Angie Ridgwell  
Chief Executive

County Hall  
Preston





**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part A**

Electoral Division affected:  
None;

**Corporate Priorities:**  
N/A;

**Report of the Audit, Risk and Governance Committee - Code of Corporate Governance 2023/24**  
(Appendix 'A' refers)

Contact for further information:  
Hannah Race, Tel: (01772) 530655, Senior Democratic Services Officers,  
hannah.race@lancashire.gov.uk

**Brief Summary**

This report presents the recommendation of the Audit, Risk and Governance Committee from its meeting held on 24 April 2023, regarding the updated Code of Corporate Governance for 2023/24.

**Recommendation**

Full Council is asked to consider the recommendation of the Audit, Risk and Governance Committee and approve the updated Code of Corporate Governance for 2023/24, as presented.

**Detail**

Attached at Appendix 'A' is the report **The Council's Annual Governance Statement 2022/23 and Code of Corporate Governance 2023/24**, which was considered by the Audit, Risk and Governance Committee at its meeting held on 24 April 2023.

At that meeting, the Audit, Risk and Governance Committee resolved that Full Council be recommended to approve the updated Code of Corporate Governance for 2022/24, as was presented at Appendix 'B' to the original report and as attached



**Audit, Risk and Governance Committee**  
Meeting to be held on Monday, 24 April 2023

Electoral Division affected:  
(All Divisions);

**The Council's Annual Governance Statement 2022/23 and Code of Corporate Governance 2023/24**

(Appendices 'A' and 'B' refer)

Contact for further information:

Paul Bond, Head of Legal, Governance and Registration, Tel: 01772 534676,  
paul.bond@lancashire.gov.uk

**Brief Summary**

The county council is required to produce and approve an Annual Governance Statement which will be included in its Annual Statement of Accounts for 2022/23. A draft Annual Governance Statement is presented for the committee's consideration at Appendix 'A'.

In addition, Full Council in July 2016 approved a new Code of Corporate Governance for the county council that reflected new guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (Solace). Full Council also agreed that the Code would be reviewed on an annual basis.

Therefore, the committee is asked to consider the updated Code of Corporate Governance and whether it wishes to make any changes to recommend to Full Council. The updated Code is presented for the committee's consideration at Appendix 'B'.

**Recommendation**

The Audit, Risk and Governance Committee is asked to:

- i) Consider and approve the draft Annual Governance Statement for 2022/23 for inclusion in council's Statement of Accounts, published on the council's website;
- ii) Agree that any subsequential amendments to the Annual Governance Statement for 2022/23 are made by the Director of Law and Governance, in consultation with the Chairman of the Audit, Risk and Governance Committee;
- iii) Note that the final Annual Governance Statement for 2022/23 will be signed by the Chief Executive and Leader of the Council; and

iv) Consider the updated Code of Corporate Governance and any amendments it wishes to recommend to Full Council for approval.

## **Background**

Lancashire County Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently, and effectively. The council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency, and effectiveness.

The Accounts and Audit (England) Regulations 2015 require the council to prepare and publish an Annual Governance Statement. This is a public document that explains how the county council makes decisions, manages its resources in line with the county council's priorities, and achieves the required outcomes for service users and communities. In the Annual Governance Statement, the county council:

- Acknowledges its responsibility for ensuring that there is a sound system of governance;
- Summarises the key elements of the governance framework and the roles of those responsible for the development and maintenance of the governance environment ;
- Describes how the council has monitored and evaluated the effectiveness of its governance arrangements in the year;
- Provides details of how the council has responded to any issue(s) identified in last year's governance statement; and
- Reports on any significant governance issues identified from this review and provides a commitment to addressing them

## **Annual Governance Statement**

The committee is asked to consider and approve the draft Annual Governance Statement presented at Appendix 'A', to be included within the council's draft Annual Statement of Accounts for 2022/23.

It is also asked to note that at this stage the opinion of the Head of Internal Audit is provisional and will be reported to this committee in July 2023. Therefore, it is proposed that any subsequential amendments arising from that report is undertaken by the Director of Law and Governance, in consultation with the Chairman of the committee.



The final Annual Governance Statement will be signed by the Chief Executive and Leader of the Council and published on the council's website within the Statement of Accounts.

### **Code of Corporate Governance**

In July 2016 the Full Council approved a new Code of Corporate Governance for the county council and agreed that the Code would be reviewed every year.

The Code is based on best practice guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (Solace) and should articulate and be consistent with the expected standards, principles, and values by which Lancashire County Council officers and members will operate. There should be clear links between the seven new principles within the Code, and the governance framework of strategies, policies and procedures which underpin it. The Code is also in a format that includes sources of evidence providing clarity for members, officers, and stakeholders about how the organisation uses the principles of the Code in practice.

Therefore, the Code now presented for approval at Appendix 'B' has been updated and includes new sources of evidence such as:

- Environment and Climate strategy
- Economic Development Strategy 2023-25
- Data Strategy
- Corporate Performance Report

### **Consultations**

N/A

### **Implications:**

This item has the following implications, as indicated:

### **Risk management**

Good governance enables an authority to pursue its vision effectively as well as underpinning that vision with sound arrangements for control and management of risk. An authority must ensure that it has a sound system of internal control which includes effective arrangements for the management of risk. Failure to publish an Annual Governance Statement may be considered as the council being negligent in its responsibilities for ensuring accountability.







# Code of Corporate Governance 2023/24

## What is Corporate Governance?

Corporate governance is about the systems, processes, and values by which Councils operate and by which they engage with, and are held accountable to, their communities and stakeholders.

Lancashire County Council is committed to the principles of effective corporate governance and has therefore adopted a Code of Corporate Governance which follows the latest guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE), entitled "Delivering Good Governance in Local Government (2016)"

The guidance defines the seven core principles, each supported by sub-principles that should underpin the governance framework of a local authority.

- Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rules of law.
- Ensuring openness and comprehensive stakeholder engagement.
- Defining outcomes in terms of sustainable economic, social and environmental benefits.
- Determining the interventions necessary to optimise the achievement of the intended outcomes.
- Developing the Council's capacity, including the capability of its leadership and the individuals within it.
- Managing risks and performance through robust internal control and

strong public financial management.

- Implementing good practices in transparency, reporting, and audit, to deliver effective accountability.

## What are the benefits of having a Code of Corporate Governance?

Good governance leads to good management, good performance, good stewardship of public money, good public engagement and ultimately good outcomes for citizens and service users. It enables the Council to pursue its priorities effectively as well as underpinning those priorities with mechanisms for control and the management of risk.

Lancashire County Council has a good governance framework in place. The documents and arrangements which comprise the framework demonstrate that the Council continually seeks to ensure it is and remains, well governed, through integration of the core principles of the CIPFA/SOLACE framework into all aspects of the Council's conduct and operation.

The Monitoring Officer is responsible for ensuring the Code is reviewed annually, and the outcome of the review, along with adoption of any revision to the Code is reported annually to the Audit, Risk and Governance Committee. It is then presented to Full Council for approval.

Lancashire County Council Code of Corporate Governance (Principle 1)

Principle 1: Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rules of law		
Supporting Principles	To meet the requirements of this Principle, Lancashire County Council will;	This will be evidenced by:
<ul style="list-style-type: none"> <li>• Behaving with integrity</li> <li>• Demonstrating strong commitment to ethical values</li> <li>• Respecting the rule of law</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain shared values both for the County Council and its officers. These are defined in the corporate strategy and reflect public expectations about the conduct and behaviour of individuals.</li> <li>• Use shared values as a guide for decision making and as a basis for developing positive and trusting relationships within the County Council. We demonstrate this by adherence to the constitution.</li> <li>• Have adopted formal codes of conduct defining standards of personal behaviour for Members and officers.</li> <li>• Maintain the Audit, Risk and Governance Committee to raise awareness and take the lead in ensuring high standards of conduct are embedded within the County Council's culture.</li> <li>• Have put in place arrangements to ensure that Members and staff of the County Council are not influenced by prejudice, bias, or conflicts of interest in dealing with different stakeholders. We have put in place appropriate processes to ensure that these arrangements are workable including declaration of interests and anti-corruption policies.</li> <li>• Ensure that systems and processes for financial administration and control together with protection of the County Council's resources and assets, comply</li> </ul>	<ul style="list-style-type: none"> <li>• Our values <ul style="list-style-type: none"> <li>○ Supportive</li> <li>○ Innovative</li> <li>○ Respectful</li> <li>○ Collaborative</li> </ul> </li> <li>• Corporate Strategy &amp; Priorities</li> <li>• Annual Governance Statement</li> <li>• The Constitution which includes: <ul style="list-style-type: none"> <li>• Financial Procedure Rules</li> <li>• Contract Procedure Rules</li> <li>• Anti-Fraud and Corruption Strategy</li> <li>• Anti-Bribery Policy</li> <li>• Rules relating to Members External Interests</li> <li>• Rules relating to Gifts and Hospitality</li> <li>• Codes of Conduct for Members and Employees</li> <li>• Scheme of Delegation</li> <li>• Procedural Standing Orders</li> <li>• Register of Interests</li> </ul> </li> </ul>

	<p>with ethical standards; and are subject to monitoring of their effectiveness.</p> <ul style="list-style-type: none"><li>• Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making if appropriate. Officers will actively recognise the limits of lawful activity placed on them but also strive to utilise their powers to the full benefit of their communities.</li><li>• Officers will observe all specific legislative requirements placed upon the Council as well as the requirements of general law and integrate the key principles of administrative law – rationality, legality and natural justice into the procedures and decision making.</li><li>• Have put in place effective systems to protect the rights of staff. We ensure that policies for whistleblowing which are accessible to staff and those contracting with the Council, and arrangements for the support of whistle-blowers, are in place.</li><li>• Have established a corporate information governance group (CIGG) with the remit of collecting assurance information across all council functions. Establish a Senior Information Risk Officer and Data Protection Officer.</li><li>• Publish an Annual Governance Statement, signed by the Leader of the Council and the Chief Executive to confirm that we are satisfied that we have effective governance arrangements in place.</li></ul>	<ul style="list-style-type: none"><li>• Terms of reference</li><li>• Information Security Policy</li><li>• Information Governance Policy</li><li>• Money Laundering Policy</li><li>• Whistleblowing Policy</li><li>• External inspections of accounts</li><li>• Member's induction</li><li>• Complaints Policy</li><li>• Partnership Protocol</li><li>• Job descriptions and Person Specifications</li><li>• Clearance of committee reports</li><li>• Anti-money laundering policy</li><li>• Calendar of meetings</li><li>• CCTV Policy</li><li>• Companies – compliance with Companies Act 2006, directors' duties, LEP assurance framework</li><li>• Councillor – Use of resources, social media, AUP</li><li>• Employee policies &amp; procedures</li><li>• FOI Publication Scheme</li><li>• Grants rules, process, decisions and website</li></ul>
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		<ul style="list-style-type: none"><li>• Pre-election guidance</li><li>• Election's complaints process, fly posting, website</li><li>• Identifying politically restricted posts</li><li>• Local Resilience Forum Agreement (LRF)</li></ul>
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Lancashire County Council Code of Corporate Governance (Principle 2)

Principle 2: Ensuring openness and comprehensive stakeholder engagement		
Supporting Principles	To meet the requirements of this Principle, Lancashire County Council will;	This will be evidenced by:
<ul style="list-style-type: none"> <li>• Openness</li> <li>• Engaging comprehensively with institutional stakeholders</li> <li>• Engaging with individual citizens and service users effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that the Council’s vision, strategic plans, priorities, and targets are developed in consultation and that they are clearly articulated and disseminated.</li> <li>• Maintain a culture of accountability so that Members and Officers understand to whom they are accountable and for what.</li> <li>• Strive to engage with stakeholders on an individual and collective basis to demonstrate that we deliver services and outcomes that meet the needs and expectations of the public. These arrangements will recognise that different sections of the community have different priorities and establish robust processes for dealing with these competing demands.</li> <li>• Publish reports giving information on the County Council’s strategies, plans and financial statements as well as information about outcomes, achievements.</li> <li>• Deliver effective scrutiny of the County Council’s business as appropriate and produce regular reports on the activities of the scrutiny function.</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate strategy</li> <li>• Corporate priorities 2021-25 and communication strategy</li> <li>• Lancashire 2050</li> <li>• Staff Survey</li> <li>• Local Member Grants</li> <li>• Internal Audit reviews</li> <li>• Annual Governance Statement</li> <li>• Family Safeguarding</li> <li>• Special Educational Needs and Disabilities Improvement Plan</li> <li>• The Care, Support and Wellbeing of Adults in Lancashire Vision</li> <li>• The Housing with Care Strategy</li> <li>• Annual report on members allowances</li> <li>• Annual Pay Policy Statement</li> <li>• Freedom of Information Publication Scheme</li> <li>• Research and Consultation Strategy</li> <li>• Research and Consultation Database</li> <li>• Service Specific consultations</li> <li>• Communication Strategy</li> <li>• Constitution</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensure that the Council as a whole is open and accessible to the community, service users and staff and we are committed to openness and transparency in all dealings.</li> <li>• Attempt to publish all committee agenda items under “part 1” unless there is the need to preserve confidentiality (where it is proper and appropriate to do so).</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme of Delegation</li> <li>• Money Matters Budget reports</li> <li>• Lancashire Health &amp; Wellbeing Strategy</li> <li>• Community Safety Agreement</li> <li>• Director of Public Health Annual Report</li> <li>• Children's Partnership Plan</li> <li>• Statement of Accounts</li> <li>• Scrutiny Reports</li> <li>• County Council Website</li> <li>• Joint Strategic Needs Assessment</li> <li>• Strategic Assessment of Crime &amp; Anti-Social behaviour</li> <li>• Anti-Bribery Policy</li> <li>• Anti-Fraud &amp; Corruption Strategy</li> <li>• Anti-Money Laundering Policy</li> <li>• Calendar of meetings</li> <li>• Companies - Companies database, Companies House database, Compliance with the Companies Act 2006, Directors duties, LCDL - 2020/21 Statement of Accounts, LEP Assurance Framework, LEP website</li> <li>• Employee Policies and Procedures</li> <li>• Equalities, Cohesion and Integration Strategy</li> </ul>
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		<ul style="list-style-type: none"><li>• Equality/ health Impact Analysis</li><li>• External inspections of accounts</li><li>• Grants rules, process, decisions, and website</li><li>• Health and Safety Policies and Procedures</li><li>• Information Governance Framework</li><li>• Information Security Policy</li><li>• Information sharing policy Partnership Protocol</li><li>• Privacy Impact Analysis</li><li>• Privacy Notice</li><li>• Procedure for complaints against Councillors</li><li>• Publication of Members' Allowances paid</li><li>• Privacy Impact Analysis</li><li>• Scheme for access of information</li><li>• Outbreak Management Plan</li><li>• Community Safety Strategy 22-25</li><li>• Economic Development Strategy 23-25</li><li>• Environment &amp; Climate Strategy</li><li>• Children's &amp; Young Peoples participation strategy</li></ul>
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Lancashire County Council Code of Corporate Governance (Principle 3)

Principle 3: Defining outcomes in terms of sustainable economic, social and environmental benefits		
Supporting Principles	To meet the requirements of this Principle, Lancashire County Council will;	This will be evidenced by:
<ul style="list-style-type: none"> <li>• Defining outcomes</li> <li>• Defining outcomes benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Make a clear statement of the Council’s purpose and priorities and use it as a basis for corporate and service planning.</li> <li>• Publish reports to communicate the Council’s activities and achievements, its financial position and performance.</li> <li>• Ensure that those making decisions are provided with financial and non-financial information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications.</li> <li>• Identify and monitor service performance indicators which demonstrate how the quality of service for users is to be measured.</li> <li>• Maintain a Prudential Financial framework, balance commitments with available resources; and monitor income and expenditure levels to ensure this balance is achieved.</li> <li>• Ensure compliance with the CIPFA codes regarding a Prudential Framework for Capital Finance and Treasury Management.</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Strategy</li> <li>• Corporate priorities 2021-25 and communication strategy</li> <li>• A New Deal for a Greater Lancashire</li> <li>• Local Member Grants</li> <li>• Service Plans</li> <li>• Family Safeguarding model</li> <li>• Special Educational Needs and Disabilities Sufficiency strategy</li> <li>• The Care, Support and Wellbeing of Adults in Lancashire Vision</li> <li>• The Housing with Care Strategy</li> <li>• Money Matters Budget Reports</li> <li>• Director of Public Health Annual Report</li> <li>• Reports to Audit, Risk &amp; Governance Committee</li> <li>• Performance reports to Cabinet</li> <li>• Monthly budget monitoring reports</li> </ul>



		<ul style="list-style-type: none"><li>• Statement of Accounts</li><li>• External Auditors letter &amp; reports</li><li>• External Inspections</li><li>• Approach to Risk &amp; Opportunity</li><li>• Treasury Management Strategy</li><li>• Capital Investment Strategy</li><li>• Adult Services Annual plan</li><li>• Boost Lancashire's Business Growth Hub</li><li>• Care Act Policies, Procedures and Guidance</li><li>• Children's Social Care</li><li>• Community &amp; Resilience Plan</li><li>• Companies - annual business plans</li><li>• Consultancy Code</li><li>• Consultation and Engagement Procedures</li><li>• Corporate Procurement Strategy, policies and guidance</li><li>• Customer Access Strategy</li><li>• Development Plan</li><li>• Digital First Strategy</li><li>• Equalities, Cohesion and Integration Strategy</li><li>• Full Council Framework documents</li></ul>
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		<ul style="list-style-type: none"><li>• Health and Wellbeing Strategy Delivery Plan</li><li>• Lancashire Children Looked After Sufficiency Strategy</li><li>• Lancashire CLA Residential Strategy</li><li>• Lancashire County Council Dementia Strategy</li><li>• Lancashire Economic Development Strategy 23-25</li><li>• Lancashire Economic Partnership (LEP)</li><li>• Lancashire Environment Strategy</li><li>• Lancashire Health and Wellbeing Strategy</li><li>• Lancashire Renewables</li><li>• Libraries, museums and culture strategy</li><li>• Local Transport Plan</li><li>• Notice of forthcoming Executive Key Decisions (Forward Plan) and intention to conduct business in private</li><li>• Prevent Strategy and Delivery Plan</li><li>• Property Asset Management Strategy</li><li>• Transport Asset Management Strategy</li><li>• Risk Management framework</li></ul>
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		<ul style="list-style-type: none"><li>• Roads, parking and travel plans</li><li>• Treasury Management Strategy</li><li>• Youth Justice Plan</li><li>• Digital First Strategy</li><li>• Adult Social Care Winter Plan</li><li>• Strategy for Libraries, Museums, Culture and Archives 2019-24</li><li>• Capital Strategy for Schools</li><li>• Community Safety Strategy 22-25</li><li>• Outbreak Management Plan</li><li>• Family Safeguarding model</li><li>• Adherence to the Financial Management Code</li><li>• School Place Planning Strategy</li><li>• Lancashire 2050</li><li>• Community Safety Strategy 22-25</li><li>• Environment &amp; Climate Strategy</li></ul>
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Lancashire County Council Code of Corporate Governance (Principle 4)

Principle 4: <b>Determining the interventions necessary to optimise the achievement of the intended outcomes</b>		
Supporting Principles	To meet the requirements of this Principle, Lancashire County Council will;	This will be evidenced by:
<ul style="list-style-type: none"> <li>• Determining interventions.</li> <li>• Planning interventions</li> <li>• Optimising achievement of intended outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Make a clear statement of the Council’s purpose and priorities and use it as a basis for corporate and service planning.</li> <li>• Have risk management arrangements in place including mitigating actions to support the achievement of the Council’s intended outcomes.</li> <li>• Ensure that there are effective arrangements in place to monitor service delivery</li> <li>• Put in place effective arrangements to deal with a failure in service delivery and explore options for improving service delivery and outcomes for our residents.</li> <li>• Have prepared contingency arrangements including a disaster recovery plan, business continuity plan and arrangements for delivering services during adverse weather conditions.</li> <li>• Provide senior managers and Members with timely financial and performance information.</li> <li>• Ensure that budget calculations are robust and reserves are adequate.</li> <li>• Align financial and performance data to provide an overall understanding of performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Strategy</li> <li>• Corporate priorities 2021-25 and communication strategy</li> <li>• A New Deal for a Greater Lancashire</li> <li>• LGA Peer Review action plan</li> <li>• Family Safeguarding model</li> <li>• Special Educational Needs and Disabilities Improvement Plan</li> <li>• The Care, Support and Wellbeing of Adults in Lancashire Vision</li> <li>• The Housing with Care Strategy</li> <li>• Our approach to Risk &amp; Opportunity Management</li> <li>• Corporate Risk &amp; Opportunity Register</li> <li>• Corporate &amp; service performance dashboards</li> <li>• Highlight Reports</li> <li>• Business Continuity Plans</li> <li>• Emergency Plan</li> <li>• Money Matters Budget Reports</li> <li>• Social Value Policy &amp; Framework</li> </ul>

		<ul style="list-style-type: none"><li>• Anti-Fraud &amp; Corruption Strategy</li><li>• Committee specific training for Scrutiny members</li><li>• Companies - Articles of association, Directors duties, LEP Assurance Framework, Service level agreements</li><li>• Scrutiny Committee's</li><li>• Scrutiny Task Group Meetings/Reports</li><li>• Webcast of all Scrutiny Committee meetings</li><li>• LRF arrangements</li><li>• Corporate Emergency Response Team</li></ul>
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Lancashire County Council Code of Corporate Governance (Principle 5)

Principle 5: <b>Developing the County Council's capacity, including the capability of its leadership and the individuals within it</b>		
Supporting Principles	To meet the requirements of this Principle, Lancashire County Council will;	This will be evidenced by:
<ul style="list-style-type: none"> <li>• Developing the County Council's capacity</li> <li>• Developing the capability of the County Council's leadership and other individuals</li> </ul>	<ul style="list-style-type: none"> <li>• Through the constitution set out a clear statement of the respective roles and responsibilities of the Council's Executive Committee and the Members individually.</li> <li>• Set out a clear statement of the respective roles and responsibilities of the Council's other committees and senior officers.</li> <li>• Have developed protocols to ensure effective communication between Council Members and officers in their respective roles.</li> <li>• Have developed protocols to ensure that the Leader and Chief Executive negotiate their respective roles early in their relationship and that a shared understanding of roles and objectives is maintained.</li> <li>• Set out the terms and conditions for remuneration of Members and officers and publish an Annual Pay policy statement in accordance with the requirements of the Localism Act 2011.</li> <li>• Have determined a scheme of delegated and reserved powers within the constitution and ensure that the scheme is monitored and updated when required.</li> <li>• Ensure that effective management arrangements are in place at the top of the organisation.</li> <li>• Ensure the Chief Executive is responsible and accountable to the Council for all aspects of operational management.</li> </ul>	<ul style="list-style-type: none"> <li>• Our Improvement Journey and organisational development programme</li> <li>• New Ways of Working</li> <li>• Constitution</li> <li>• Annual Pay Policy</li> <li>• Scheme of Delegation</li> <li>• Leadership Development Programme</li> <li>• Performance Engagement Reviews</li> <li>• Member Development Strategy and Programme</li> <li>• Member Development Working Group</li> <li>• Family Safeguarding model</li> <li>• Special Educational Needs and Disabilities Improvement Plan</li> <li>• Scheme of delegation to officers</li> <li>• Induction programme</li> <li>• Health &amp; Wellbeing Policy</li> <li>• Children's Partnership Board - Terms of reference</li> <li>• Code of conduct training for councillors</li> </ul>

	<ul style="list-style-type: none"><li>• Ensure the Section 151 Officer is responsible to the County Council for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control.</li><li>• Have appointed a professionally qualified and experienced S151 Officer who will lead the promotion and delivery of good financial management, safeguarding public money and ensuring appropriate, economic, efficient and effective use of funds; together with professional accountability for finance staff throughout the County Council</li><li>• Ensure the Monitoring Officer is responsible to the County Council for ensuring that the constitution is adhered to.</li><li>• Assess the skills required by Members including the understanding of financial systems. We will agree a personal development plan to develop skills and address any training gaps, to enable roles to be carried out effectively.</li><li>• We will assess the skills required by officers through the performance engagement process and address any training gaps, to enable roles to be carried out effectively.</li><li>• We will develop skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed.</li><li>• We will ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the Council.</li></ul>	<ul style="list-style-type: none"><li>• Companies - Articles of association, Directors duties, Directors induction packs, Directors induction training, Internal controls manuals</li><li>• Corporate induction e-learning</li><li>• Councillors - Internet and email acceptable use policy, Provision and use of resources, Use of social media, Fair Use Policy for Mobile Phones</li><li>• County Councillor Training Records</li><li>• Generic Job descriptions/specifications for officers</li><li>• Internet, Email and Telephone Acceptable Use Policy for staff</li><li>• Lancashire County Council Behaviour Framework</li><li>• Leadership Development Programme</li><li>• Mandatory e-learning modules</li><li>• Recruitment &amp; Selection Policy</li><li>• LRF accountable body</li><li>• Draft People's Strategy</li></ul>
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	<ul style="list-style-type: none"><li>• We provide the Director of Finance with the resources, expertise and systems necessary to perform the role effectively within the County Council.</li><li>• We will provide the Executive Director Education &amp; Children's Services with the resources, expertise and systems necessary to perform the role effectively within the Council and respond to the last Ofsted &amp; Special Educational Needs &amp; Disability inspections.</li></ul>	
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Lancashire County Council Code of Corporate Governance (Principle 6)

Principle 6: <b>Managing risks and performance through robust internal control and strong public financial management.</b>		
Supporting Principles	To meet the requirements of this Principle, Lancashire County Council will;	This will be evidenced by:
<ul style="list-style-type: none"> <li>• Managing risk</li> <li>• Managing performance</li> <li>• Robust internal control.</li> <li>• Managing data.</li> <li>• Strong public financial management</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain an effective Audit, Risk &amp; Governance Committee which is independent of the executive and scrutiny functions.</li> <li>• Enable the s151 and the Director of Finance to bring influence to bear on all material decisions and provide advice on the levels of reserves and balances to be retained.</li> <li>• Ensure that risk management is embedded into the culture of the County Council, with Members and managers at all levels recognising that risk management is part of their job.</li> <li>• Ensure our arrangements for financial and internal control and management of risk are formally addressed within the annual governance reports.</li> <li>• Ensure effective internal control arrangements exist for sound financial management systems and processes.</li> <li>• Maintain a Performance Board that meets quarterly. The Board receives a suite of performance dashboards, which draw attention to concerns with performance, describe recovery plans, and escalate issues for discussion and action to EMT.</li> <li>• Ensure that a regular Corporate Performance report is produced and used to hold Cabinet Members and officers to account.</li> </ul>	<ul style="list-style-type: none"> <li>• Audit, Risk &amp; Governance Committee</li> <li>• Money Matters Budget Reports</li> <li>• Approach to Risk Management and publication of a quarterly Corporate Risk &amp; Opportunity Register</li> <li>• Annual Governance Statement</li> <li>• Performance Board</li> <li>• Corporate Performance report</li> <li>• Internal Audit Reports</li> <li>• O&amp;S arrangements</li> <li>• Information Governance Strategy</li> <li>• Data Protection Policy</li> <li>• Companies - account filed in accordance with all regulations, Companies House Database, LEP performance committee, own audit</li> </ul>

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|--|--|--|
|  |  | <p>&amp; finance committees<br/>e.g. active companies,<br/>Quarterly monitoring<br/>reports, Regular<br/>financial monitoring<br/>reports, Risk<br/>Management reports</p> <ul style="list-style-type: none"> <li>• Audit, Risk &amp; Governance Committee - terms of reference</li> <li>• External Auditors letter &amp; reports</li> <li>• Internal Audit Plan 2023/2024</li> <li>• Internal Audit Reports</li> <li>• Lancashire County Pension Fund - Annual Governance Statement of Compliance</li> <li>• Peer Reviews</li> <li>• Local Code of Corporate Governance</li> <li>• External reports protocol</li> <li>• Directors Assurance statement</li> <li>• Project Plans and Risk Registers</li> <li>• Health and Wellbeing Board revised terms of reference</li> </ul> |
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|--|--|---|
|  |  | <ul style="list-style-type: none"><li>• Health and Wellbeing Strategy Delivery Plan</li><li>• Lancashire Insight website</li><li>• Medium Term Financial Plan</li><li>• Minutes of committee meetings</li><li>• Monthly budget monitoring reports</li><li>• Notice of forthcoming Executive Key Decisions (Forward Plan) and intention to conduct business in private</li><li>• Partnership Protocol</li><li>• Peer Review</li><li>• Performance Management</li><li>• Quarterly Performance Highlight Reports</li><li>• Statement of Accounts 2022/2023</li><li>• Treasury Management Strategy</li><li>• Webcasting of committee meetings</li><li>• Public Bond issue</li><li>• Data Strategy</li></ul> |
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Lancashire County Council Code of Corporate Governance (Principle 7)

Principle 7: Implementing good practices in transparency, reporting and audit to deliver effective accountability		
Supporting Principles	To meet the requirements of this Principle, Lancashire County Council will;	This will be evidenced by:
<ul style="list-style-type: none"> <li>• Implementing good practice in transparency</li> <li>• Implementing good practices in reporting</li> <li>• Assurance and effective accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Comply with the local government transparency code and publish all required information in a timely manner.</li> <li>• Have established a medium-term business and financial planning process in order to deliver - a financial strategy ensuring sustainable finances, a robust annual budget process ensuring financial balance and an adequate monitoring process; all of which are subject to regular review.</li> <li>• Put in place effective transparent and accessible arrangements for dealing with complaints.</li> <li>• Maintain an effective scrutiny function which encourages constructive challenge and enhances the Council's performance overall.</li> <li>• Maintain an effective Audit, Risk &amp; Governance Committee which is independent of the Executive and Scrutiny committees.</li> <li>• Ensure an effective internal audit function is resourced and maintained.</li> <li>• Maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based.</li> <li>• Attempt to publish all committee agenda items under "part 1" unless there is the need to preserve confidentiality where it is proper and appropriate to do so</li> <li>• Put in place arrangements for whistleblowing to which staff and all those contracting with the County Council have access.</li> </ul>	<ul style="list-style-type: none"> <li>• Medium Term Financial Strategy</li> <li>• Complaints Procedures</li> <li>• Scrutiny Committees</li> <li>• Audit, Risk &amp; Governance Committee</li> <li>• Constitution</li> <li>• Modern.Gov</li> <li>• Whistle-blowing Policy</li> <li>• Monthly budget monitoring reports</li> <li>• Annual Pay Policy</li> <li>• Statement of Accounts</li> <li>• External Audit Reports</li> <li>• Annual Governance Statement</li> <li>• Approach to Risk Management &amp; publication of a quarterly Risk &amp; Opportunity register</li> <li>• Companies - Companies House database, LCDL - 2022/23 Statement of</li> </ul>

	<ul style="list-style-type: none"><li>• Produce clear, timely, complete, and accurate information for budget holders and senior officers relating to the budgetary and financial performance of the Council.</li><li>• Maintain effective arrangements for determining the remuneration of senior staff and publish an Annual Pay Policy statement in accordance with the requirements of the Localism Act 2011.</li><li>• Publish annually details of County Councillors remuneration and expenses</li></ul>	<p>Accounts, LEP Assurance Framework, own audit &amp; finance committees e.g. active companies</p> <ul style="list-style-type: none"><li>• Data Protection Policy</li><li>• External inspections e.g., Ofsted</li><li>• External inspections of accounts</li><li>• Information Governance Framework</li><li>• Internal Audit Plan</li><li>• Internal Audit Reports</li><li>• Money Matters Budget Reports</li><li>• O&amp;S arrangements</li><li>• Performance Reports</li></ul>
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**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part A**

Electoral Division affected:  
None;

**Corporate Priorities:**  
N/A;

**Independent Remuneration Panel Membership and Appointment of Independent Persons**

Contact for further information:  
Hannah Race, Tel: (01772) 530655, Senior Democratic Services Officer,  
hannah.race@lancashire.gov.uk

**Brief Summary**

This report sets out the proposed appointment of a new member of the Independent Remuneration Panel, following an open recruitment process and interviews conducted by the Chair of the Independent Remuneration Panel, the Head of Service for Legal, Governance and Registration, and the Democratic and Member Services Manager.

This report also sets out the proposed reappointment of three independent persons, to fulfil the role required by the Localism Act 2011 in relation to allegations of members' misconduct.

**Recommendation**

Full Council is asked to approve:

- (i) The appointment of Ms J England to serve on the Independent Remuneration Panel for a four-year term with effect from 25 May 2023; and
- (ii) The reappointment of Ms I Divine, Mr K Leaver, and Mr T Whitehead to fulfil the role of independent person, as required by the Localism Act 2011 and as set out in the report, with effect from 25 May 2023.

## Detail

### Independent Remuneration Panel Membership

The Local Authorities (Members' Allowances) (England) Regulations 2003 require the county council to establish and maintain an Independent Remuneration Panel, and to have regard to the recommendations of the panel before making or amending the Members' Allowance Scheme.

Following the end of term of one panel member in October 2022, the current membership of the Independent Remuneration Panel is as follows:

Mr Keith Leaver (Chair) – appointed until 27 March 2025 (final term)

Ms Irene Divine – appointed until 27 March 2025 (final term)

Ms Lisa Strapps – appointed until 24 February 2025 (first term)

Mr Terry Whitehead – appointed until 27 March 2025 (final term)

The panel's Terms of Reference provide that panel members are appointed for a fixed four-year period and may serve a further term of four years, subject to Full Council approval of their re-appointment.

The panel's Terms of Reference also provide that the panel shall consist of a minimum of three and a maximum of five members. In that regard, Full Council will note that there is currently one unfilled position on the panel.

Following an open recruitment process in February and March 2023 and interviews held in April 2023, with a panel comprising the Chair of the Independent Remuneration Panel, the Head of Service for Legal, Governance and Registration, and the Democratic and Member Services Manager, Ms Jude England has been selected as a suitable fifth appointment to the panel.

Ms England lives in Lancashire and is currently a Trustee for a not-for-profit social research organisation. Her appointment will enhance the expertise and knowledge of the panel, so it is able to review and make recommendations on any changes to the Members' Allowance Scheme in the future.

Full Council is therefore recommended to approve the appointment of Ms England to the Independent Remuneration Panel for a four-year term with effect from 25 May 2023.

### Appointment of Independent Persons for Conduct Matters

The Localism Act 2011 requires the county council to appoint an "independent person" whose views must be sought by the local authority before a decision is taken in relation to an allegation of misconduct. Members who have had allegations made against them may, if they wish, also seek the views of the independent person.

Full Council has previously appointed three independent persons to fulfil this role. Where allegations of misconduct are investigated by the Monitoring Officer and a meeting of the council's Conduct Committee convened, one of the independent





persons attends the meeting of the Conduct Committee as an observer to allow them to discharge the role required by legislation (that their view must be sought and taken into account before a decision is taken in relation to an allegation of misconduct that has been investigated). Another Independent Person acts as an adviser to the subject member, if the member wishes, and the third Independent Person acts as a reserve.

Councillors, officers, or their relatives or close friends are prevented from being appointed as independent persons.

Currently, the independent persons appointed to fulfil this role are:

Ms Irene Divine  
Mr Keith Leaver  
Mr Terry Whitehead

The independent persons listed above have experience advising the county council on conduct matters.

The Government's Committee on Standards in Public Life now recommends that independent persons are appointed for a fixed term of two years, renewable once. In line with this guidance, a succession plan has been agreed with the current postholders which will allow the council to appoint new independent persons, whilst not losing access to the experience and advice offered by Ms Divine, Mr Leaver and Mr Whitehead at once.

It is therefore recommended that the appointment of each of the independent persons listed is renewed as set out below. At the end of each term, the council will seek to recruit a new independent person to each vacancy.

Full Council is therefore recommended to approve:

- The reappointment of Mr K Leaver and Mr T Whitehead as independent persons, as required by the Localism Act 2011, for a five-month term with effect from 25 May 2023; and
- The reappointment of Ms I Divine as an independent person, as required by the Localism Act 2011, for a three-year term with effect from 25 May 2023 (therefore avoiding the need to recruit during the next county council election year, 2025).

## **Consultations**

N/A

## **Implications:**

This item has the following implications, as indicated:



## Risk management

### Financial

The Independent Remuneration Panel provides impartial advice regarding the Members' Allowance Scheme. Regulations provide that local authorities may pay panel members an allowance for expenses incurred in carrying out the panel's functions. This allowance is currently £433 per annum, per member and is increased annually in line with the county council's staff pay award. No other expenses can be claimed by panel members.

## 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



**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part A**

Electoral Division affected:  
None

**Corporate Priorities:**  
N/A;

**Constitution of the County Council 2023/24**  
(Appendices 'A' and 'B' refer)

Contact for further information:  
Josh Mynott, Tel: (01772) 534580, Democratic and Members Services Manager,  
josh.mynott@lancashire.gov.uk

**Brief Summary**

Full Council is required to approve the Constitution on an annual basis. This report seeks Full Council's approval of the Constitution for the year ahead, including changes resulting from the Cabinet meeting held on Thursday 4 May and noting other changes made since the Annual General Meeting in 2022.

**Recommendation**

Full Council is asked to:

- (i) Approve the changes to the Constitution arising from the Cabinet decision to update the Cabinet Member portfolios as set out at Appendix 'B'.
- (ii) Authorise the Director of Law and Governance to make any consequential changes to other parts of the Constitution arising from these changes; and
- (iii) Approve the Constitution of the county council for the year 2023/24, noting the changes, set out at Appendix 'A', that have been made to the Constitution since the Annual General Meeting in 2022.

## Detail

Full Council is required to approve the county council's Constitution on an annual basis. Appendix 'A' lists the changes that have been made to the Constitution since the Annual General Meeting in 2022, for information.

The full Constitution is available on the county council's website via the following link, or by going to the county council's homepage and using the search field:

<https://council.lancashire.gov.uk/ieListDocuments.aspx?CId=914&MId=2916&Ver=4&info=1&bcr=1>

Additionally, at its meeting held on Thursday 4 May 2023, Cabinet agreed to amend the Cabinet Portfolio responsibilities. Full Council is asked to approve the subsequent changes to the Constitution, as set out at Appendix 'B'.

Full Council is also asked to note that the Political Governance Working Group will be leading a review of the Constitution during 2023/24.

## Appendices

Appendix	Title
Appendix 'A'	Lancashire County Council Constitution Amendments since May 2022
Appendix 'B'	Cabinet Portfolio Responsibilities

## Consultations

N/A

## Implications:

This item has the following implications, as indicated:

## Risk management

The county council is required to have a Constitution, setting out the various roles and functions of different parts of the council and how decisions are made. Parts of the Constitution are governed by statute, which require particular arrangements to be included, for example on meetings to be held in public, the establishment of committees, or who can take certain decisions. In most areas, within the statutory framework, the council has some freedom to make its own arrangements. The changes proposed to the county council's Constitution in this report ensure that the council continues to meet its statutory obligations.







## Lancashire County Council Constitution Amendments from May 2022

File ref	Reference in Constitution Document	Amendment to	Amendment approved by	Date of Approval
289	Part 2 - Article 2 (The Full Council)	Updates to the Overview and Scrutiny information.	Full Council	26/05/22
290	Part 2 - Article 5 (Overview and Scrutiny)	Updates to the Terms of References for the new Overview and Scrutiny Committees, including adding the Cabinet Scrutiny Protocol at Annex 1.	Full Council	26/05/22
291	Appendix C - Procedural Standing Orders (Section C - Cabinet and Cabinet Committees)	Updates to the Standing Orders in relation to Call-ins to make reference to the Scrutiny Management Board.	Full Council	26/05/22
292	Appendix C - Procedural Standing Orders (Section E - Overview and Scrutiny))	Updates to the Standing Orders to make reference to the Scrutiny Management Board.	Full Council	26/05/22
293	Appendix E - Members' and Co-opted Members' Code of Conduct	Replaced Appendix E - Members' and Co-opted Members' Code of Conduct with the newer version approved by Full Council.	Full Council	26/05/22
294	Appendix S - Political Management Structure	Updated the Political Management Structure with the changes made to the Overview and Scrutiny Structure, including removing former committees.	Full Council	26/05/22

295	Constitution Summary	Updates to the Constitutional Summary Document following changes made to the Overview and Scrutiny structure, and the removal of former committees.	Full Council	26/05/22
296	Appendix P - Protocol on reporting on and recording meetings of the County Council	Updated following the recommendation of the Political Governance Working Group.	Full Council	14/07/22
297	Appendix C – Procedural Standing Orders – Section B (Full Council)	Updated rules on seating in the Council Chamber (SO B6)	Full Council	13/10/22
298	Appendix I – Members' Allowance Scheme	All allowances increased by 4.04% in line with the recommendation of Independent Remuneration Panel.	Full Council	15/12/22
299	Appendix C – Procedural Standing Orders – Section B (Full Council)	Update to SO B19(1), addition of SO B19(4), addition of SO B33(g), and update to SO B34(b), in line with the recommendation of the Political Governance Working Group.	Full Council	23/02/23
300	Part 2 – Article 7 (Other Committees of the Council)	Update to Regulatory Committee Terms of Reference to make training mandatory, in line with the recommendation of the Political Governance Working Group.	Full Council	23/02/23
301	Appendix I – Members' Allowance Scheme	New Scheme for 2023/24	Full Council	23/02/23



## **Cabinet Members**

Cabinet Members have been allocated the following areas of responsibility by the Leader. Ordinarily decisions in these areas of responsibility will be taken by the Cabinet collectively or by officers under the Scheme of Delegation to Heads of Service. Any urgent decisions which cannot await the next meeting of the Cabinet shall be approved by the Leader (or in his/her absence, the Deputy Leader) and the relevant Cabinet Member.

No decision relating to services for Children and Young People as set out at Section 18 of the Children Act 2004 may be taken without consultation of the designated Lead Member for Children's Services.

## **Leader**

Responsible for:

- Governance
- Legal
- Corporate Strategy
- Performance
- External Relations
- Corporate Communications

## **Cabinet Member for Resources, HR and Property (Deputy Leader)**

Responsible for:

- Asset and Facilities Management
- Property, Land and Buildings
- Finance, Procurement and Treasury Management
- External Funding
- Business Continuity, Emergency Preparedness, Health & Safety and Resilience
- Human Resources
- Partnerships and Companies
- Member Support
- Appointments to Outside Bodies

## **Cabinet Member for Community and Cultural Services**

Responsible for:

- Cultural Services including Libraries, Museums and Archives
- Community Safety and Domestic Abuse



- Equalities, Community Cohesion, Counter Terrorism and Prevent
- Refugee Integration and Welfare Rights
- Customer Access and Digital Services
- Registrations and Coroners Services
- Voluntary, Community and Faith Sector
- Parish and Town Councils

### **Cabinet Member for Environment and Climate Change**

Responsible for:

- Climate Change
- Nature Recovery, Biodiversity and Environment Strategies
- Local Air Quality Management
- Waste Management and Recycling
- Flood Risk Management
- Rural affairs
- County Council Countryside Sites and Areas of Outstanding Natural Beauty
- Public Rights of Way
- Planning, Archaeology and Development Control

### **Cabinet Member for Economic Development and Growth**

Responsible for:

- Economic Development and Growth
- Levelling Up and Regional Affairs
- Strategic Investment, Major Projects and Infrastructure
- Economic Partnerships
- Place-Making and Regeneration
- Business Support and Collaboration
- Tourism and the Visitor Economy

### **Cabinet Member for Highways and Transport**

Responsible for:

- Highways Asset Management
- Roads, Bridges/Structures, Street Lighting and Highway Drainage
- Network Management, Traffic Control Systems and Parking
- Road and Traffic Safety Policy
- Public Transport Policy
- Local Transport Planning
- Active Travel
- School Transport



## **Cabinet Member for Children and Families**

To act as the statutory Lead Member for Children's Services across children's social care and education services.

Responsible for:

- Children's Social Care
- Safeguarding Children and Young People
- Fostering and Adoption Services
- Corporate Parenting
- Young People's Services and Engagement
- Youth Justice Services
- Early Years and Childcare Provision

## **Cabinet Member for Education and Skills**

Responsible for:

- Pupil Place Planning
- Special Educational Needs and Disability
- School Performance
- School Governor Support
- Schools Condition and Capital Programme
- Further, Higher, Technical and Adult Education
- Lifetime Skills and Apprenticeships

## **Cabinet Member for Health and Wellbeing**

Responsible for:

- Public Health
- Health and Wellbeing Strategy
- Health and Social Care Joint Strategic Needs Assessment
- The Lancashire Health and Wellbeing Board
- Trading Standards and Scientific Services
- Healthwatch
- Start for Life and Family Hubs

## **Cabinet Member for Adult Social Care**

Responsible for:

- Adult Social Care
- Working with NHS and other partners
- Safeguarding Adults and Quality Assurance



- Find, Develop and Commission Care
- Care Market Sustainability, Supply and Quality
- Care Services Delivery including In-house and Independent Provision



**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part A**

Electoral Division affected:  
None;

**Corporate Priorities:**  
N/A;

**Membership of Committees and Related Appointments 2023/24**  
(Appendix 'A' refers)

Contact for further information:  
Josh Mynott, Tel: (01772) 534580, Democratic and Member Services Manager,  
josh.mynott@lancashire.gov.uk

**Brief Summary**

Membership of committees and related appointments for 2023/24.

**Recommendation**

Full Council is asked to consider and approve:

- (i) The Constitution and membership of the committees of the county council for 2023/24, as set out at a) below.
- (ii) The appointment of Chairs and Deputy Chairs of those committees for 2023/24, as set out at b) below.

**Detail**

**a) Constitution and Membership of Committees of the County Council for 2023/24**

Full Council is required to approve the Constitution and membership of committees in accordance with the political balance rules set out in the Local Government and Housing Act 1989.

This means that the makeup of each committee must reflect the proportions of seats held on the Full Council by each political group. The composition of each committee,

in line with these rules, is set out at Appendix 'A'. Nominations for membership should be made in writing as soon as possible by the respective political groups to the Director of Law and Governance.

## **b) Appointments of Chairs and Deputy Chairs of Committees for 2023/24**

The Constitution requires that the county council must, at its Annual Meeting, consider the appointment of various Chairs and Deputy Chairs of committees for the following year.

Full Council is therefore asked to consider the appointment of members to the positions of Chair and Deputy Chair of the following committees for 2023/24:

- Urgency
- Scrutiny Management Board
- Health and Adult Services Scrutiny
- Children, Families and Skills Scrutiny
- Environment, Economic Growth and Transport Scrutiny
- Community, Cultural and Corporate Services Scrutiny
- Development Control
- Regulatory
- Audit, Risk and Governance
- Pension Fund
- Employment
- Conduct
- Lancashire Health and Wellbeing Board
- Political Governance Working Group

In accordance with its terms of reference, the appointment of a Chair and Deputy Chair of the Cumbria and Lancashire Joint Health Scrutiny Committee is a matter for the committee itself and does not require Full Council approval.

## **Appendices**

Appendix 'A' is attached to this report. For clarification it is summarised below and referenced at relevant points within this report.

<b>Appendix</b>	<b>Title</b>
Appendix 'A'	Committee Structure May 2023

## **Consultations**

N/A

## **Implications:**

This item has the following implications, as indicated:



## Risk management

It is a statutory requirement that the Full Council must approve political group balance allocations on committees and the county council's standing orders require the appointment of Chairs and Deputy Chairs of committees.

## 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







## Committee Structure May 2023

Committee	Total membership	Total County Cllrs	Con	Lab	Green <sup>1</sup>	Lib Dem <sup>1</sup>	Co-opted
Full Council (Percentage of seats)	84	84	58.33	36.90	2.38	2.38	-
Audit, Risk and Governance	8	8	5	3			0
Conduct	5	5	3	2			0
Pension Fund	19	12	7	5			7 (v)
Development Control	12	12	7	5			0
Regulatory	12	12	7	4		1	0
Employment	8	8	5	3			0
Urgency	12	12	7	5			0
Scrutiny Management Board	12	12	7	4		1	0
Community, Cultural and Corporate Services Scrutiny	12	12	7	5			0
Environment, Economic Growth and Transport Scrutiny	12	12	7	4		1	0
Health and Adult Services Scrutiny	24	12	7	5			12 (nv)
Cumbria and Lancashire Joint Health Scrutiny Committee	8	4	3	1			0
Children, Families and Skills Scrutiny	23	16	11	4		1	5 (v), 2(nv)
Health and Wellbeing Board <sup>2</sup>	4	4	4				-
Political Governance Working Group <sup>2</sup>	9	9	5	2	1	1	0
Independent Transport Appeals Panel	14	14	7	5	1	1	0

### Other appointments

	Total membership	Total County Cllrs	Con	Lab	Green	Lib Dem	Others (including co-opted)
Combined Fire Authority <sup>3</sup>	25	19	11	7		1	6 (v) <sup>4</sup>
Lancashire Local Pension Board	9	1	1				8

#### Notes:

1 The Green and Liberal Democrat Groups are not entitled to any seats based on individual committee balances. However, to ensure overall proportionality is maintained, 4 seats from across the committees are reallocated from the Labour Group, to be divided equally between the Green and Liberal Democrat Groups.

2 Does not need to be politically balanced

3 See separate report on this agenda

4 Three full members each from Blackpool, and Blackburn with Darwen Councils

(v) - voting (nv) - non-voting



**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Finance

**Part A**

Electoral Division affected:  
None;

**Corporate Priorities:**  
N/A;

**Appointment of a New Employer Representative and Extension of a Scheme Member Representative on the Lancashire Local Pension Board**

Contact for further information:  
Catherine Hunt, Tel: (01772) 533757, Senior Governance Officer,  
catherine.hunt2@lancashire.gov.uk

**Brief Summary**

This report relates to the appointment of a new employer representative for the county council and the extension of a scheme member representative appointment on the Lancashire Local Pension Board.

**Recommendation**

Full Council is asked to approve that:

- (i) Simon Lawrence, Director of Growth & Regeneration, be appointed as the new Lancashire County Council employer representative on the Lancashire Local Pension Board, with effect from 25 May 2023.
- (ii) The term of appointment for Deborah Parker, an existing scheme member representative on the Lancashire Local Pension Board, be extended for a further four years to 2 July 2027.

**Detail**

The Terms of Reference for the Lancashire Local Pension Board state that the Board shall consist of 9 members including an independent Chair, 4 scheme member representatives (drawn from the Fund membership) and 4 employer representatives as follows:

- 2 nominated by Lancashire County Council, where these are councillors or officers, they shall meet the requirements of the relevant regulations in relation to avoidance of conflict with the county council's role as Administering Authority.
- 1 nominated by the Unitary, City, and Borough Councils and the Police/Fire bodies.
- 1 nominated following consultation with the other employers within the Fund.

Members of the Board may serve for a maximum of 8 years subject to the approval of Full Council.

### **Appointment of a New Employer Representative for Lancashire County Council**

At the meeting of the Lancashire Local Pension Board on 4 April 2023, it was identified that a vacancy existed in respect of one of the Lancashire County Council representative roles (due to the previous representative - Glyn Peach, Chief Digital Officer - having ceased employment at Lancashire County Council) and that the county council's Executive Management Team had been approached regarding identifying a replacement nominee to fill the vacancy on the Board.

Mr Simon Lawrence, Director of Growth & Regeneration, was confirmed as the nominee, for the vacant position as one of the two county council employer representatives on the Board. In accordance with the Terms of Reference the nomination complies with the requirements of the relevant regulations regarding the avoidance of conflict with the county council's role as Administering Authority for the Lancashire County Pension Fund.

In accordance with the Terms of Reference the appointment will be for an initial four-year term with an option to extend for a further four years, subject to approval by Full Council.

Other than because of his retirement, the term of office will come to an end during this period if Mr Lawrence:

- Ceases to be employed by the county council.
- Is appointed to a role with responsibility for the management or administration of the Lancashire County Pension Fund.
- Has a conflict of interest which cannot be managed in accordance with the Board's Conflict of Interests Policy.
- Fails to attend meetings, undertake any training, or otherwise comply with the requirements of being a member of the Lancashire Local Pension Board.

### **Extension of Term of Appointment of a Scheme Member Representative**

Under the terms of her appointment, Deborah Parker was appointed as a scheme member representative in July 2019 for an initial 4-year term with the option to extend her position for a further 4-year term up to a maximum of 8 years.

Deborah Parker has been an active and valued contributor and she would be delighted to continue her role on the Board.



The extension to Deborah Parker's position is fully supported by the Head of Fund and the Chair of the Lancashire Local Pension Board.

Deborah Parker's term of office will come to an end if she:

- Ceases to be a member of the Lancashire County Pension Fund.
- Is appointed to a role with responsibility for the management or administration of the Fund.
- Has a conflict of interest which cannot be managed in accordance with the Board's Conflict of Interests Policy.
- Fails to attend meetings, undertake any training, or otherwise comply with the requirements of being a member of the Lancashire Local Pension Board.

### **Consultations**

Executive Management Team, Head of Pension Fund, and the Independent Chair of the Lancashire Local Pension Board.

### **Implications:**

This item has the following implications, as indicated:

### **Risk management**

The appointment of a replacement member and extension of an appointment on the Lancashire Local Pension Board will minimise the risk of disruption to the effective operation of the Board and ensure that the Board has sufficient knowledge and skills to make informed decisions regarding the direction and operation of the Pension Fund.

### **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





**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part A**

Electoral Division affected:  
None;

**Corporate Priorities:**  
N/A;

**Lancashire Combined Fire Authority - Appointment of County Council  
Representatives for 2023/24**

Contact for further information:  
Dave Gorman, Tel: (01772) 534261, Senior Democratic Services Officer,  
dave.gorman@lancashire.gov.uk

**Brief Summary**

The appointment of county council representatives to serve on the Lancashire Combined Fire Authority for 2023/24.

**Recommendation**

Full Council is asked to approve the appointment of 19 members to serve on the Lancashire Combined Fire Authority for 2023/24 on the basis of 11 Conservative members, 7 Labour members, and 1 member from either the Liberal Democrats or Greens.

**Detail**

The Constitution of the county council requires approval to the appointment of county council members of the Lancashire Combined Fire Authority.

The Full Council is asked to appoint 19 members to serve on the Combined Fire Authority for 2023/24. Following the county council elections on 6 May 2021, the political balance of county council representatives on the Combined Fire Authority is 11 Conservative members, 7 Labour members, and 1 member from either the Liberal Democrats or Greens.

## Consultations

N/A

## Implications:

This item has the following implications, as indicated:

## Risk management

The county council is at risk of not complying with statutory requirements if it does not consider the recommendations set out in the report.

## 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





**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part A**

Electoral Division affected:  
None;

**Corporate Priorities:**  
N/A;

**Police and Crime Panel for Lancashire - Appointment of a County Council Representative for 2023/24**

Contact for further information:  
Dave Gorman, Tel: (01772) 534261, Senior Democratic Services Officer,  
dave.gorman@lancashire.gov.uk

**Brief Summary**

Full Council is asked to approve the appointment of the county council's representative, and a substitute representative, to serve on the Police and Crime Panel for Lancashire for 2023/24.

**Recommendation**

Full Council is asked to approve the appointment of one county councillor to serve on the Police and Crime Panel for Lancashire for 2023/24, together with one county councillor to serve as a substitute representative when required.

**Detail**

The Police and Crime Panel is a formal joint committee of all the local authorities in a police force area, established under the Police Reform and Social Responsibility Act 2011.

The panel has the following main responsibilities:

- To make recommendations on the Police and Crime Commissioner's Police and Crime Plan and Annual Reports.
- To consider the Police and Crime Commissioner's appointment of a Chief Constable with the panel having power of veto over the appointment.

- To consider the level of precept to be set by the Police and Crime Commissioner, again with a power of veto.
- To review certain senior appointments by the Police and Crime Commissioner.
- To scrutinise and support the activities of the Police and Crime Commissioner.

For Lancashire, the area covered by Lancashire Constabulary includes the county council, the two unitary councils and the 12 district councils. The panel is, therefore, made up of representatives from those 15 local authorities, together with two independent co-opted members.

### **Consultations**

N/A

### **Implications:**

This item has the following implications, as indicated:

### **Risk management**

The requirement for an independent Police and Crime Panel for Lancashire is in accordance with the provisions of the Police Reform and Social Responsibility Act 2011.

### **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



**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part A**

Electoral Division affected:  
None;

**Corporate Priorities:**  
N/A;

**Transport for the North and Transport for the North Scrutiny Committee -  
Appointment of County Council Representatives for 2023/24**

Contact for further information:  
Dave Gorman, Tel: (01772) 534261, Senior Democratic Services Officer,  
dave.gorman@lancashire.gov.uk

**Brief Summary**

Full Council is asked to approve the appointment of the county council's representatives to serve on Transport for the North's Board and Partnership Board and the Transport for the North Scrutiny Committee for 2023/24.

**Recommendation**

Full Council is asked to approve the appointment of one county councillor to serve on Transport for the North's Board and Partnership Board and one county councillor to serve on the Transport for the North Scrutiny Committee for 2023/24, together with substitute representatives to attend when required.

**Detail**

Transport for the North is the first statutory sub-national transport body in England and was constituted in April 2018 to make the case for strategic transport improvements across the North. It is a partnership of public and private sector representatives working with partners to develop and deliver strategic transport infrastructure. It brings together the North's twenty local transport authorities and business leaders together with Network Rail, HS2 Ltd, and National Highways (formerly Highways England) and works with central government.

In addition to the Board and the Partnership Board, Transport for the North is required to have a Scrutiny Committee, the purpose of which is to act as a focus for the scrutiny and challenge of its work, and for investigating matters of strategic importance to residents, those travelling within the combined administrative area covered by the constituent authorities, and other stakeholders.

### **Consultations**

N/A

### **Implications:**

This item has the following implications, as indicated:

### **Risk management**

No significant risks have been identified.

### **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



**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part A**

Electoral Division affected:  
None;

**Corporate Priorities:**  
N/A;

**Appointments to the Local Government Association's General Assembly,  
Boards and Special Interest Groups for 2023/24**

Contact for further information:  
Dave Gorman, Tel: (01772) 534261, Senior Democratic Services Officer,  
dave.gorman@lancashire.gov.uk

**Brief Summary**

The Local Government Association has invited member authorities to appoint their representatives to serve on its General Assembly for 2023/24.

This report also requests Full Council to consider the appointment of representatives to serve on a number of the Local Government Association's Special Interest Groups for 2023/24, and to note the arrangements for appointments to the Local Government Association's Boards.

**Recommendation**

Full Council is asked to:

- (i) Consider and agree the representation and appointments to serve on the Local Government Association's General Assembly and Special Interest Groups, as set out in the report, for 2023/24.
- (ii) Subject to (i) above, to agree which representative(s) should carry the county council's 12 votes at the Annual Meeting of the General Assembly.
- (iii) Note the arrangements for appointments to the Local Government Association's Boards.

## Detail

The county council appoints members to serve on the Local Government Association's General Assembly, and a number of Special Interest Groups. Political Groups also appoint members to the Local Government Association's Boards, of which there are ten.

### (i) Local Government Association General Assembly

The county council is entitled to appoint up to four representatives to serve on the Local Government Association General Assembly which meets annually. The annual meeting in 2023 will take place on 4 July with nominations required to be submitted by 7 June 2023.

The county council is also entitled to 12 corporate votes at the General Assembly (equal to the number of district council's in the authority's area) and has the right to nominate the representative(s) who will carry and exercise the 12 votes.

### (ii) Local Government Association Special Interest Groups

#### - Coastal Issues

The Special Interest Group on Coastal Issues comprises elected members from coastal local authorities. Its principal aim is to establish improved governance, management and community well-being to ensure that the UK has the best managed coast in Europe, and to identify appropriate and sustainable funding strategies to support this aim.

The county council appoints one representative to the Special Interest Group on Coastal Issues.

#### - Nuclear Legacy Advisory Forum

The Nuclear Legacy Advisory Forum seeks to build capacity within local government to engage effectively with nuclear legacy management and works to represent the views of member local authorities to national bodies.

The county council appoints one representative to the Nuclear Legacy Advisory Forum.

#### - Rural Services Network

The Rural Services Network is the national champion for rural services, ensuring that people in rural areas have a strong voice. The Network is fighting to secure a fair deal for rural communities to maintain their social and economic viability for the benefit of the country as a whole.

The county council appoints one representative to the Rural Services Network.



(iii) Local Government Association Boards

Local Government Association Boards engage with and develop a thorough understanding of councils' priorities in relation to their particular programme area. They also help shape the Local Government Association's business plan and, through extensive engagement with councils, oversee programmes of work that deliver the strategic priorities set by the Local Government Association's Executive.

There are ten Boards in total and appointments to the Boards are made by political groups.

**Consultations**

N/A

**Implications:**

This item has the following implications, as indicated:

**Risk management**

There are no significant implications associated with the proposals set out in this report.

**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







**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part A**

Electoral Division affected:  
None;

**Corporate Priorities:**  
N/A;

**Appointments to the County Councils Network for 2023/24**

Contact for further information:

Dave Gorman, Tel: (01772) 534261, Senior Democratic Services Officer,  
dave.gorman@lancashire.gov.uk

**Brief Summary**

The appointment of county council representatives to serve on the County Councils Network for 2023/24.

**Recommendation**

Full Council is asked to approve the appointment of four representatives to serve on the County Councils Network for 2023/24.

**Detail**

The County Councils Network is the voice of England's counties. Representing the local authorities in county areas, the network is a cross-party organisation which develops policy, commissions research, and presents evidence-based solutions to issues on behalf of the largest grouping of councils in England.

**Consultations**

N/A

**Implications:**

This item has the following implications, as indicated:

## Risk management

There are no risks associated with the proposals set out in the report.

## 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		



**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part A**

Electoral Division affected:  
(All Divisions);

**Corporate Priorities:**  
Delivering better services;

**Companies Annual Report 2023/24**  
(Appendices 'A' to 'J' refer)

Contact for further information:  
Heloise MacAndrew, Tel: (01772) 534105, Director of Law and Governance,  
[heloise.macandrew@lancashire.gov.uk](mailto:heloise.macandrew@lancashire.gov.uk)

**Brief Summary**

This report sets out details of all the companies that the county council either owns or has an interest in reviewing performance for during 2022/23 and sets out priorities for 2023/24.

**Recommendation**

Full Council is invited to consider and comment on the annual report regarding the county council's companies for 2023/24 and note that the newly established Company Member Cabinet Committee shall monitor and review the performance of each county council owned company on a regular basis receiving reports as necessary.

**Detail**

The county council has set up or become a member of a number of companies in order to deliver better services for the people of Lancashire. This number can fluctuate in any given year depending on the county council's priorities and service delivery aims.

The purpose of this report is to provide an overview of the performance and key information for each company that the county council currently owns either in full or in part (as either a company member or shareholder).

Where a company member or shareholder owns a majority of a company it is considered to have significant control within the definition of the Companies Act 2006 and is therefore responsible for the overall operation of the company and compliance with all necessary laws.

Performance reports for each company that the county council has an interest in are attached to this report as appendices.

The attached appendices set out the key information relating to each of the companies but do not touch upon how the county council exercises an appropriate level of oversight.

Full Council will note that, following the annual report last year, an independent audit exercise to look at the governance of the council's companies was undertaken. This review found no significant areas of concern, however it recommended that governance could be enhanced. At its meeting held on 4 May 2023 the Cabinet resolved to establish a new Company Member (Shareholder) Cabinet Committee which will act as the executive decision maker in relation to all member or shareholder matters relating to companies which the county council has an interest in and will also receive annual reports and annual accounts from the companies as appropriate. A further report will be taken to the Audit, Risk and Governance Committee in July to set out the role of that committee in risk management issues relating to companies. As part of these new arrangements, consideration will also be given to future annual full council reporting.

## Appendices

Appendices 'A' to 'J' are attached to this report. For clarification they are summarised below and referenced at relevant points within this report.

Appendix	Title
Appendix 'A'	Active Lancashire Limited
Appendix 'B'	Lancashire Environmental Fund
Appendix 'C'	Lancashire Renewables Limited
Appendix 'D'	Local Pensions Partnership Ltd
Appendix 'E'	Lancashire County Developments Limited
Appendix 'F'	The Lancashire Partnership Against Crime Limited
Appendix 'G'	Lancashire Urban Development Fund (UDF) Limited
Appendix 'H'	Marketing Lancashire Limited
Appendix 'I'	Lancashire Enterprise Partnership Limited
Appendix 'J'	Growth Lancashire Limited

## Consultations

The updates contained in this report have been provided by each company's lead officer.



**Implications:**

This item has the following implications, as indicated:

**Risk management**

The report ensures that the county council monitors each company and its compliance with company law.

**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





# Appendix A

## **Active Lancashire Limited – Company Number: 06859894**

**Overview:** Active Lancashire Limited's (formally called Lancashire Sport Partnership) company objects are to promote community participation in healthy recreation for the benefit of the inhabitants of the area (Lancashire) and surrounding area and in particular to provide, or to assist in providing, and to promote:

- public facilities, amenities, equipment and services for healthy recreation;
- facilities and services for recreational, sporting or other leisure time occupation in the interests of social welfare for the public at large or those who by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances, have need of such facilities and services;
- the improvement and preservation of good health and well-being through participation in healthy recreation;
- education, training and coaching courses which promote physical health and fitness.
- support and assistance for residents in deprived neighbourhoods and / or social housing areas who are at risk of social exclusion to improve their social and employment prospects through sporting, environmental and other activities working with partners and other relevant organisations as deemed appropriate.

**Company Type:** Private Company limited by guarantee. It is also a registered charity.

**Lancashire County Council Ownership:** Lancashire County Council is the sole member of Active Lancashire Limited so therefore owns 100% of the company and is registered as the "person with significant control" within the definition of the Companies Act 2006.

## **2023/24 Update to 31 March 2023**

Active Lancashire has continued to grow (33% increase in turnover in 2022/23 on previous year) but is now consolidating its projects and activities ahead of the loss of European Structural and Investment Funds (ESIF) funding from December 2023 (over 60% of total current income) and preparing the step down to UK Shared Prosperity Funding. Its team and projects are performing well and partnership delivery networks continue to develop their confidence and capability to support Lancashire's residents, particularly those from a deprived background, to get physically active, with a focus on improving their health and economic status. The organisation has been audited for its Governance standards (BDO Auditors in July 2022) and Financial and control systems (Department for Works and Pensions (DWP) / ESIF) and been found to be operating at a high level. In terms of leadership relationships with key stakeholders and operationally, standards, quality and relationships with funders and partners remain strong, with the organisation being recognised as a valuable strategic partner rather than local delivery body.

The organisation is in year two of the Active Lancashire's 10-year strategy “#A Decade of Movement”, where the company will make a significant contribution to the pandemic recovery, with a focus on young people, working age adults and those experiencing mental and physical health challenges. Over the past 12 months, the staff team has remained steady at around 60, with relatively low levels of turnover. Support to clubs, coaches and volunteers remains strong through a range of measures and initiatives including training, small grants (Together Fund) and developmental activity, including through our charity shop based in the Accrington Mall. Active Lancashire continues to support schools and young people through the company's safeguarding work and its SPAR Lancashire School Games (SPAR sponsorship deal for the 17<sup>th</sup> year in succession) which engages up to 8,000 young people annually. Active Lancashire looks forward to its County School Games event on the 4 July 2023 at Stanley Park, Blackpool.

Active Lancashire continues to develop its workplace health project: Business Health Matters (BHM) which offers Workplace Health Champion training and on site mental and physical health checks with social prescribing. After nearly 18 months of testing and learning, training over 500 L2 and L3 Workplace Health champions (ESIF funded) and nearly 600 Workplace health checks. Progress on achieving numbers has been considerably below projected targets which reflects the adverse trading experience for many Lancashire businesses, however funders are satisfied with progress to date. Research finds that the customer experience for the Health Champion training and Health checks is positive, with over 95% saying that they "would recommend to a friend" and with the majority of individuals accessing opportunities to improve their health self-care. The key issues stated for Businesses not engaging with the services are cost of the healthcheck (£60) and secondly time commitments for releasing staff (1 day for the L2 course and 3 days for the L3 course). It is interesting to note that the Lancashire Skills Improvement Plan (LSIP) research carried out with over 800 businesses identified Health and Wellbeing of staff being a key skills gap for employees; Active Lancashire is reassured that there is an ongoing market need for the service. The capability developed through BHM is being considered by Commissioners to augment the delivery of Community Health checks.

Active Lancashire continues to develop its More Positive Together (MPT) programme with District Authorities, housing providers and VCFSE partners to support people further away from the labour market with complex needs to access opportunities to develop their confidence and skills through physical activity, volunteering etc. MPT and the Steps project for younger people has supported over 8000 people over the past 6 years to improve their resilience and capability to maintain positive lifestyle choices and move back towards productive and working lives. Although at considerable risk of a significant loss in capacity through the loss of ESIF, the project has been mainstreamed in a reduced form by a number of partners and will continue in a number of areas through UKSPF from January 2024, with the potential for medium and longer term funding options being considered.

Active Lancashire has through 2022/23 extended its services offered through the Recovery team (Challenge through Sport Initiative – CSI) and community and young people's services, where it has undertaken some innovative practice with people in secure Mental Health treatment centres, worked with Madrassas and provided services to support people within Prisons and into the communities.



Over the coming 2023/24 period Active Lancashire will focus on stabilising services, working towards the end of ESIF funding and building a portfolio of commercial and health offerings. Anticipated turnover in 2023/24 will be £5.2M. The true impact of the loss of ESIF funding will be felt in 2024/25 where the UKSPF provision with Authorities will be reduced to around 9 of the 14 Authority areas with a consequent impact on the consistency and availability of provision to Lancashire communities; There is a critical risk in employability support for the most deprived communities with complex health challenges and also to employers seeking to retain their employees with ongoing health conditions.

### **Financial Performance**

The following is a forecast position for the 2022/23 Financial Year.

The income for the financial year 2022/23 will be £6.8m (33% increase on the prior year) with an unrestricted reserves surplus in the year of circa £35,000 therefore increasing unrestricted reserves held to £494,000 in line with the reserves policy.

The company also provides various grants that have been paid to schools, libraries and community groups through the opening schools facilities and the tackling inequalities funding.

### **The organisation has been subject to two major funding audits during the year.**

An audit commissioned by Sport England and undertaken by BDO Accountancy and Audit in June-August 2022 assessed the financial management and governance of Active Lancashire as GOOD with outstanding features.

A DWP audit of one of the ESF funded projects in March 2023 was completed with no issues raised.

**Conclusions relating to going concern status:** No status issues raised by the company auditors.

**Lancashire County Council Directors on the Board:** 3 County Councillors – Michael Green, Rob Bailey and Scott Smith.

**Company Contact Details:** Adrian Leather, Chief Executive Officer, Active Lancashire Limited, Tel: 01772 299830, Email: [aleather@activelancashire.org.uk](mailto:aleather@activelancashire.org.uk)



# Appendix B

## **Lancashire Environmental Fund Limited – Company Number: 03527370**

**Overview:** The Lancashire Environmental Fund (LEF) is an equal partnership between Suez Recycling and Recovery UK Ltd, Lancashire County Council, Lancashire Wildlife Trust and Community Futures. Representatives from each of the partner organisations serve on the Fund’s Board and Application Assessment Panel to ensure that the best projects throughout the county, which provide environmental, community and social benefit, are supported.

The Fund was established in 1998 as a not for profit charitable organisation to support community and environmental projects across Lancashire with funding generated from landfill tax through the Landfill Communities Fund. The landfill Communities Fund comes under the jurisdiction of HM Revenue and Customs and is regulated by Entrust.

From 1 April 2022 to 31 December 2022 LEF awarded grants from £1,000 to £30,000 within a framework of national regulations and guidance. The maximum figure was increased to £40,000 on 1 January 2023. Projects supported generally fall into the following categories:

- Community facilities
- General environmental improvements
- Creation and management of natural habitats
- Improvements to parks and gardens and open spaces
- Play areas/ Recreational facilities

The Fund has four funding rounds every calendar year.

Details about the Fund and how to apply can be found at [www.lancsenvfund.org.uk](http://www.lancsenvfund.org.uk)

### **Activity in 2022/23**

The Fund in 2022/23 has allocated £1.425m to 71 projects. The breakdown is as follows:

- Play and Recreation 12 projects £286,005
- Parks, Gardens & Open Spaces 5 projects £137,445
- General Environmental Improvements 12 projects £278,215
- Community Facility Improvements 31 projects £622,185
- Habitat Creation and Management 4 projects £95,000
- Green Grants 7 projects £6,463

The Fund received Landfill Tax credits income for 2022/23 of £1.246m from landfill operator Suez Recycling and Recovery UK Ltd.

It is anticipated that in 2023/24 the income will be an estimated £1.1m.

The Fund aims to distribute all of the income it receives annually and drawdown additional funds from reserves to cover any shortfall in grants requested.

At the end of March 2023, the Fund has 77 active projects where funding has previously been agreed with a value of £1.776m to be drawn down by applicant groups in 2023/24.

**Lancashire County Council Ownership:** Lancashire County Council is one of four Company Members so therefore owns 25% of this company.

**Conclusions relating to going concern status:** No status issues raised by the company auditors.

**Lancashire County Council Directors on the Board:** One County Councillor – Shaun Turner (Chairman)

**Company Contact Details:** Andy Rowett, Lancashire Environmental Fund Manager

# Appendix C

## **Lancashire Renewables Limited – Company Number: 05881147**

**Overview:** Lancashire Renewables Limited (formally Global Renewables Lancashire Operations Limited) was established for the operation and management of the county council's two waste recovery parks (Thornton and Farington) built for the Lancashire Waste Contract. The company's key objectives are to receive, treat and transport contract waste in accordance with the targets and service requirements set out in its Service Level Agreement made between the Company and Lancashire County Council.

### **Operational Performance 2022/23**

#### **Waste Recovery Park Performance (Thornton and Farington)**

Waste management, treatment and recycle recovery performance at the two waste recovery parks during the contract year had proved challenging at times due to staff retention, long term absence and several unplanned maintenance events that impacted operational performance throughout the year. The biological drying process (mass loss process) at the Thornton Waste Recovery Park had underperformed and despite a programme of maintenance works and a series of operational adjustments therefore it is now necessary to undertake extensive lifecycle maintenance of the biological drying reactor, which is scheduled to be concluded within quarter one of the new contract year (year 23 – 24). Several staffing challenges throughout the reporting period had also added pressure in the delivery of operational activities.

Operational performance against processing targets across the two waste treatment facilities ranged between exceeding target in one processing area, to falling short of meeting the targets in two other areas. Areas of underperformance ranged from five to fifteen percent for the contract year.

#### **Waste Haulage Transport Service Performance**

The waste company's transport services (heavy goods vehicles) continued to operate in an efficient manner throughout the contract year, and despite several challenges presented due staff retention (LGV Drivers) which had been driven by external influences as a result of the UK heavy goods vehicle driver shortage situation.

More than 400,000 tonnes of municipal waste continued to be transported within the Lancashire network via the company's waste haulage fleet for the contract year, and the deployment of risk mitigation measures due to staffing issues proved effective.

#### **Financial Performance**

The company's direct financial operating cost performance throughout the year was impacted by external influences and at the time of the report, an outturn forecast of £450,000 worse than budget was anticipated, subject to year-end reconciliation and statutory audit processes. The key factors relating to the overspend within the contract year were driven by costs associated with electricity and gas, fuel, operating consumables, engineering and maintenance items and external labour rate increases for third party service providers.

## **Continuous Improvement**

As part of the company approach to continuous improvement, several health and safety related initiatives continued to be developed during the reporting period, such as the development of the new vehicle and pedestrian safety technology and efficiency improvements to existing processes and systems such as workplace safety, compliance management auditing, fire risk mitigation and legal compliance.

## **People & Welfare**

Staff retention and absence management presented several challenges during the contract year and recruitment exercises became a rolling programme throughout the year that impacted on officer ability to focus and deliver several improvement initiatives relating to the Company People Strategy. Where necessary, staffing contingency arrangements were effectively deployed and positive levels of staff flexibility was observed to ensure the delivery of our services in a safe and efficient manner.

## **Company Organisational Improvements**

In support of organisational improvements, the programme of work associated with improving efficiencies, processes and systems related to the management of human resources continued, despite staffing challenges, and will continue to remain a high priority into the next contract year.

## **Lancashire County Council Partnership & Strategy**

Officers of the company continued to work in collaboration and partnership with the county councils waste services, and focus had continued within the contract year in support of several initiatives; future waste strategy options modelling linked to potential changes to UK government policy, continued business and fire risk mitigation, energy management and decarbonisation options modelling and response to changes in the management of waste upholstered domestic seating containing persistent organic pollutants.

## **Energy Management and Decarbonisation**

Officers continued to investigate new initiatives in regards of energy management and decarbonisation, renewables energy options and proposals, and also commenced with the implementation and development of a centralised energy monitoring and targeting system that will be fundamental in managing the two waste treatment facilities electricity consumption, and also assist in identifying future opportunities and quantifying savings should investment to reduce carbon emissions be made by the shareholders. The deployment of electric waste handling equipment and road vehicles continued to operate as part of the company services. The Company continues to remain committed to identifying new initiatives for consideration over the next contract year under a new policy and more formalised management approach.

## **Business & Fire Risk Mitigation**

Officers will continue to focus on business and fire risk prevention measures and the implementation of actions associated with the medium-term loss prevention programme that is linked to the future use of the two waste treatment facilities.

## **Waste Strategy Initiatives**

Officers of the company continued to work in partnership and collaboration with the county council's waste management services on future waste strategy initiatives, primarily in identifying options and cost models for the treatment of source separated food waste, to include operational models in support of the future outline waste strategy. Farington waste treatment facility preparations works were concluded within the redundant anaerobic digestion building that aimed to prepare the location for alternative waste treatment technologies associated with source separated food waste.

## **Forward Plans - Contract Year 2023 / 2024**

### **Operational Performance**

Operational stability and consistency will remain a key focus for the next contract year, as per previous years. The annual business plan defines operational and financial targets as set out within the agreement made between the county council and the waste company, targets of which will be adopted into the company's operational performance reports to ensure targets are met; annual business plan subject to company Board approval.

### Annual Business Plan Framework

- Health & Safety, Environmental & Quality Plans
- Operational Plan
- Operational Performance Targets
- Recyclates & Offtake Plan
- Annual Maintenance Plan
- Annual Lifecycle Plan
- Annual Budget Proposal (the Fees)
- Key Financial Targets
- Business Development (Waste Processing Strategy)
- Fire Prevention Plan

## **LCC Partnership & Strategy**

Officers of the company will continue to work in collaboration and partnership with the county councils waste services and focus on delivering the strategy initiatives as

presented below will provide key focus areas for the next contract year; as set out in **Table 1** below.

<b>Strategy Initiatives</b>	<b>Initiative Rationale</b>	<b>Initiative Objectives</b>
Lancashire Waste Strategy	Legislation & Policy Amendments (Env Act / Bill)	<p>Undertake the necessary changes to the two waste treatment facilities in preparation of the future waste treatment operations commencing 01 April 2025.</p> <p>Commence with changes to the organisational structure in support of the future waste treatment operations commencing 01 April 2025, and in support of the two-year mobilisation and preparation programme of work.</p> <p>Commencement of procurement initiatives in support of the future waste treatment and haulage operations commencing 01 April 2025.</p> <p>Respond to emerging legislation &amp; policy matters as they arise following consultation with the county councils waste management officers, subject to Board approval.</p>
Risk Management Programme	Risk reduction and mitigation.	Continue with the delivery of the medium-term loss prevention programme recommendations. (OPEX / CAPEX)
Energy Management Programme	Environmental impacts, climate change, sustainability, and cost reduction.	Delivery of the energy management programme and the associated project activities.
Direct Operating Cost Reduction	Operating cost reduction.	Identification and delivery of cost saving project activities.



## Table 1

**Lancashire County Council Ownership:** Lancashire County Council owns 87.5% of the shares in this company.

**Conclusions relating to going concern status:** No status issues raised by the company auditors.

**Lancashire County Council Directors on the Board:** Four County Councillors – Shaun Turner (Chairman), Scott Smith, Matthew Salter and Jackie Oakes.

**Company Contact Details:** Paul Brindle, General Manager, Lancashire Renewables Limited, [paul.brindle@lancashirerenewables.co.uk](mailto:paul.brindle@lancashirerenewables.co.uk)



## Local Pensions Partnership Ltd – Company Number: 09830002

### Review of progress in 2022-23 and Forward Plan

**Overview:** Local Pensions Partnership Ltd (LPP) is a pension service provider for Local Government Pension Scheme funds and other public sector pension schemes. It launched in 2016 as a joint venture between Lancashire County Council (LCC) and London Pensions Fund Authority (LPFA) and is now one of eight national Local Government pools.

Today, it manages around £23bn of pension assets for its investors (Lancashire County Pension Fund, LPFA and the Royal County of Berkshire Pension Fund) and provides pension administration services to around 660,000 members from 1,975 public sector and public sector related employers across 18 administration partners. It aims to help clients reduce pension deficits, improve investment returns and provide an excellent service to their members via its two core business lines: Local Pensions Partnership Investments (LPPI) and Local Pensions Partnership Administration (LPPA).

LPP has a commercial “profit for clients” ethos that ensures all monies generated are used for the mutual benefit of clients and shareholders. This guiding philosophy ensures it is completely aligned to the needs of its clients and shareholders. It sees itself as an asset owner rather than an asset manager.

Since the Summer of 2020 LPP has operated with the two business functions being delivered by fully operational subsidiaries – LPPA, primarily based in Preston (c.279 staff) and LPPI, primarily based in London (c.135 staff). A holding company continues to operate at Group level, primarily focused on Group strategy, shareholder interactions and financial consolidations. As part of the governance review, the holding company now includes two shareholder nominated directors from LCC, two from the other shareholder LPFA, and an independent chair.

#### Highlights:

- Governance review project is in progress, including defining clear, long-term target outcomes for the Board and management as well as a review of group corporate structure and underlying legal documentation.
- As part of the review, a shareholder focused LPP Board Structure has been established comprised of two non-executive directors from each shareholder and an independent Chair<sup>1</sup>. The Board has an oversight role of the company as a whole, including budget, performance and risk, as well as ratifying and supporting the business plans and strategies of each subsidiary company.
- Investment management fee savings exceeding the original business plan - £113m delivered for all clients.
- 5 year investment returns were deemed to be sector leading by Pensions & Investment Research Consultants Ltd (PIRC), who are an independent corporate governance and shareholder advisory consultancy.

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<sup>1</sup> LPP Board is supported by the Chief Executive Officer of LPP, as well as the Chairs of the LPPI and LPPA Boards.

- LPPI's Net Zero 2050 Roadmap published - a public commitment to the goal of aligning our portfolio with net zero emissions by 2050. LPPI continues to be a signatory to the Financial Reporting Council's Stewardship Code.
- Pension administration has undergone a year of significant change with the implementation of a new pension administration system. The change resulted in short term additional work and the aim is to return to operating within SLAs as matter of urgency.
- Recruitment of a new LPPI Chair has been undertaken and appointment of the new Chair will take place in April 2023 to allow timing for handover before departure of the current Chair in July.

The LPP Group strategic plan for 2020-25 was agreed by shareholders to focus on:

- Achieving financial self-sufficiency and stability
- Delivering excellent investment performance
- High quality and cost-effective pension administration.

In summary:

- Financial performance across the Group is in line with expectations, with some marginal overspends in pension administration due to the implementation of the new system and the need to build resilience.
- Strong investment performance supporting client objectives.
- Seamless and consistent adoption to regulatory requirements including high levels of conduct related engagement.
- Significant progress delivering a mature assurance environment via the publication of a assurance report by an independent practitioner covering internal controls in place within LPPI. LPPA is following a similar path.
- A challenging year for pension administration but this was not unexpected given the transition to the new system and the significant effort undertaken.

### **Key aims for 2023-24**

Both LPPI and LPPA have agreed strategic business plans. These outline in more detail how the objectives set by shareholders will be achieved. LPPA will focus on embedding the new pension administration system and embarking on an efficiency and service improvement plan. There are also regulatory projects to implement.

LPPI continues its journey to mature its operating platform and consider the options for and merits of further growth.

Government guidance on asset pooling was delayed during 2022 but is expected to be delivered in 2023. This has provided the backdrop of extensive discussions with shareholders on the future options for LPPI and how best to continue to deliver the benefits already outlined.

Over this next year, the shareholders will be updating and adopting the Articles of Association and Shareholder Agreement in order to finalise the implementation of the governance review project.

**Lancashire County Council Ownership:** Lancashire County Council own 50% of the shares in this company.

**Conclusions relating to going concern status:** No status issues raised by the company auditors.

**Lancashire County Council Directors on the Board:** Two County Councillors – Alan Schofield & Charles Edwards

**Company Contact Details:** Chris Rule, Chief Executive, Local Pensions Partnership, [chris.rule@localpensionspartnership.org.uk](mailto:chris.rule@localpensionspartnership.org.uk)



# Appendix E

**Lancashire County Developments Limited – Company Number: 0624144**  
**Plus subsidiary companies:**  
**Lancashire County Developments (Property) Limited – Company Number:**  
**01726163**

## **Review of progress in 2022-23 and Forward Plan for 2023-24**

**Overview:** Lancashire County Developments Ltd (LCDL) continues to perform well as the County Council's arms-length economic development company. The activity of the company in and of itself, provides accommodation and investment to nurture businesses in Lancashire but, as a corollary of this activity, the company is also able to subsidise the revenue activities of the County Council to deliver wider economic development services.

Income comes primarily from the management of business parks in South Ribble (Lancashire Business Park) and Lancaster (White Cross Business Park). The company has also made investment in Lancashire-based businesses through the Rosebud Fund. This was one of the first of its kind and has now been supporting business growth through investment for over 30 years.

A buoyant property market for such assets with our tenant mix, along with renewal of leases and new build developments has seen the value of these holdings rise again to £87m in March 2022 with the value anticipated to rise further once the valuation review for undertaken in March 2023 has been verified. New units at White Cross Business Park have been let, with further development either under construction or planned spanning this and the coming financial year. A more sector-based approach to development at White Cross has seen the continued development of Fraser House being both a co-working hub and grow on space for mid-sized businesses, which the local sector itself had identified. The membership of this building and use of the co-working space is now nearing capacity.

Rosebud has struggled to meet its investment targets in 22/23 financial year, as government COVID support measures including Coronavirus Business Interruption Loans Scheme (CBILS) and Bounce Back Loan Schemes (BBLs) have continued to impact the balance sheets of Small and Medium sized businesses. There are however some signs of recovery in the last quarter of the year.

Any surplus from LCDL activity is applied to the purposes of the company, as set out in the Memorandum and Articles. In general this has meant providing additional resource for the economic development activities of LCC's Growth and Regeneration Directorate. This activity is set out in the annual business plan, with it set to come to the next LCDL Board in July for approval. Typically workstreams cover funding to advance strategic development projects, and to fund programmes which support business growth, the creation of employment and the development of Lancashire's skills base.

In the coming years, LCDL will continue to seek out opportunities to prudently grow the asset and income base of the company. 2023/24 will hopefully see the debt market return to something more akin to normality, where Rosebud can once again be a useful adjunct to the ambitions of businesses to reach their full potential and where this

activity can once again contribute more fully to the overall profitability of the company. In terms of support for economic development activity, LCDL resource will continue to offer the headroom and flexibility which will allow the County Council to deliver the projects and services most relevant and impactful for a continually evolving Lancashire economy.

**Lancashire County Council Ownership:** Lancashire County Council is the sole member of Lancashire County Developments Limited so therefore owns 100% of the company.

**Conclusions relating to going concern status:** No status issues raised by the company auditors.

**Lancashire County Council Directors on the Board:** 7 County Councillors – Tim Ashton (Chair), Matthew Maxwell-Scott (Deputy Chair), Michael Green, Alf Clempson, Alan Cullens BEM, Keith Iddon and Julie Gibson.

**Company Contact Details:** Phil Green, Executive Director of Growth, Environment and Transport, Lancashire County Council, Tel: 01772 531444,  
Email: [phil.green@lancashire.gov.uk](mailto:phil.green@lancashire.gov.uk)



# Appendix F

**The Lancashire Partnership Against Crime Limited – Company Number: 03328436**

**Overview:** The Lancashire Partnership Against Crime (LANPAC) Limited is a unique collaboration between Lancashire Constabulary, Lancashire County Council, the Police and Crime Commissioner, Lancashire businesses and public services working together to reduce levels of crime and disorder across the county. The Partnership is a registered charity and a company limited by guarantee. The aims and objectives of LANPAC are to promote the prevention and reduction of crime and anti-social behaviour in Lancashire and to support initiatives across the county that lead to increased community safety and a better quality of life for Lancashire's residents and visitors.

**Performance:** Now in its 31<sup>st</sup> year, LANPAC has awarded over £4m supporting Community Safety Projects in Lancashire and in the last 12 months LANPAC have supported over 106 projects, effectively allowing two new crime reduction project to begin every week – protecting the vulnerable elderly, tackling crime, drug abuse, street robbery and burglary, making people feel safer on the streets and in their homes, as well as providing a wide range of educational services and recreational opportunities to help our young people lead safe, productive lives.

LANPAC aims to make decisions on funding applications within 5 working days, strive to continue supporting more projects in 2023/24.

LANPAC also held 10 events across the county in the last 12 months, which were attended by nearly 800 delegates, LANPAC will continue to host a number of crime prevention events for businesses and members of the public to raise awareness of the organisation and its support for Community Safety Projects.

**Lancashire County Council Ownership:** Lancashire County Council is one of four company members and owns 25% of this company.

**Conclusions relating to going concern status:** No status issues raised by the company auditors.

**Lancashire County Council Directors on the Board:** One County Councillor – Graham Gooch

**Company Contact Details:** Altaf Yusuf, LANPAC Manager,  
[altaf.yusuf@lancashire.police.uk](mailto:altaf.yusuf@lancashire.police.uk)



**Lancashire Urban Development Fund (UDF) Limited – Company Number: 12376890 and Lancashire Urban Development Fund (UDF) – SPV2 Limited – Company Number: 12620493**

## **Review of progress in 2022-23 and Forward Plan for 2023-24**

**Overview:** The Lancashire Urban Development Fund (LUDF) is a capital loan initiative to support the development of fit for purpose industrial and office premises for Lancashire's Small and Medium sized Enterprises (SMEs). The LUDF is supported by up to £20m of European Regional Development Funding which is required to be matched with at least £13m of private sector investment on a deal-by-deal basis. Loans repaid to the Fund will be reinvested in further developments in Lancashire. The key outputs of the fund are floorspace developed and private investment.

The Fund is overseen by a Board which approves the Investment Strategy for the Fund and oversees delivery. The Board is supported by an Investment Advisory Panel (to be appointed) which will review the Investment Strategy.

Delivery of the Fund is being managed by Igloo Investment Management as the fund manager for the LUDF. Igloo will approve and carry out all investment activity on behalf of the Fund. The formal launch of the LUDF took place on 24 March 2022 with all European Regional Development Fund supported loans to be approved by December 2023. Currently, there is a pipeline of projects being considered with up to 3 being considered as possible investments in 2023.

**Lancashire County Council Ownership:** Lancashire County Council is the sole shareholder of Lancashire UDF and UDF-SPV2 so therefore owns 100% of the company.

**Conclusions relating to going concern status:** No status issues raised by the company auditors.

**Lancashire County Council Directors on the Board:** 2 Lancashire County Council Officers – Phil Green, Executive Director of Growth, Environment and Transport and Neil Kissock, Director of Finance.

**Company Contact Details:** Phil Green, Executive Director of Growth, Environment and Transport, Lancashire County Council, Tel: 01772 531444  
Email: [phil.green@lancashire.gov.uk](mailto:phil.green@lancashire.gov.uk)



# Appendix H

## **Marketing Lancashire Limited – Company Number: 05039554**

### **Review of progress in 2022-23 and Forward Plan for 2023-24**

**Overview:** Marketing Lancashire is a not-for-profit, private sector company limited by guarantee and wholly owned by Lancashire County Council, governed by a Board of Directors.

During 2022/23 an organisational review of Marketing Lancashire was undertaken with a proposal submitted to the Marketing Lancashire Board of Directors on 19 April 2023 to agree to transfer all functions of the company to the county council which was approved.

This decision was subsequently approved by the county council in its capacity as sole company member at the meeting of Cabinet on 4 May 2023. It is proposed that staff and their duties are transferred to the County Council, which will involve discussions with other Lancashire local authorities including Blackburn with Darwen Council and Blackpool Council as key partners.

Consideration will also be given to how Marketing Lancashire can continue to build on strong relationships to work collaboratively and appropriately with the private sector in the future.

One possibility would be the establishment of a reshaped board that is best suited to support the submission of a local visitor economy partnership (LVEP) application, which are accredited tourism boards that act as a one-stop shop for visitors to find all they need to know about a local area.

**Lancashire County Council Ownership:** Lancashire County Council is the sole member of Marketing Lancashire Limited so therefore owns 100% of the company.

**Conclusions relating to going concern status:** No status issues raised by the company auditors.

**Lancashire County Council Directors on the Board:** 3 County Councillors – Peter Buckley, Aidy Riggott and Mike Goulthorp.

**Company Contact Details:** Simon Lawrence, Director of Growth and Regeneration, Lancashire County Council, Tel: 01772 533252 Email: [simon.lawrence@lancashire.gov.uk](mailto:simon.lawrence@lancashire.gov.uk)



# Appendix I

## Lancashire Enterprise Partnership Limited – Company Number: 07388600

### Review of progress in 2022-23 and Forward Plan for 2023-24

**Overview:** The Lancashire Enterprise Partnership (LEP) is a strategic collaboration between business, universities and local councils which contributes to the development of economic strategy and project implementation to promote economic growth and drive job creation.

The Annual Operating budget for 2022/23 was £0.888m with assumed income of £0.717m and use of reserves of £0.171m to fund this. The end of year draft forecast position is £0.924m expenditure funded by £1.229m income adding £0.305m to reserves. The end of year position on reserves is therefore forecast to be circa £2.465m. This assumes income will be received within the year arising from interest paid against LEP funds held on account (£567k) and repayment of interest accrued against Growing Places loans made by the LEP (£89k). The Members of the company currently provide some local match funding to a condition of receiving grant from the Department for Business, and Trade and the Department for Levelling Up, Housing and Communities.

Partnership delivery continued throughout the year, including the following activity with oversight provided by LEP Committees with funding for delivery provided by partners:

- **Business Support/Growth Hub (Boost)** (LEP Business Support Management Board)
- **Skills and Employment Hub** (LEP Skills and Employment Advisory Panel)
- **Enterprise Zones** (LEP Governance: Enterprise Zone Governance Committee)
- **City Deal** (Executive Board – (Chaired by the LEP) and Stewardship Board)
- **Trade and Investment** – trade advisor and key account management
- **Innovation** (Innovation Board)
- **Major Development and Infrastructure** (Local authority led)

The LEP continued to progress development and delivery against the Strategic Economic Framework and convene business-led sector groups for the purpose of providing evidenced-led sector plans for growth. The LEP also continues to work in partnership with Northern Powerhouse 11 and the LEP Network across a number of initiatives.

The LEP continues to operate in accordance with the National Growth Assurance Framework and was assessed twice during the year for compliance with governance, and for performance in respect of delivery and strategic impact, prior concerns have now all been addressed, and an enhanced level of scrutiny by the Cities and Local Growth team has now been de-escalated.

As part of the Spring 2023 budget statement, the Chancellor announced that the government were not minded to fund LEPs beyond the 2023-24 financial year. A questionnaire exercise is taking place to understand the full implications of this

decision, but the LEP is already working with partners and the members of the company to plan how to address this change.

The LEP Board is now working to determine how resource will be used in the 2023-24 financial year whilst still maintaining prudent reserves and the capital within the Growing Places Fund for future deployment to support economic growth across Lancashire.

**Lancashire County Council Ownership:** Lancashire County Council is one of three company members of the Lancashire Enterprise Partnership Limited so therefore owns 33% of the company.

**Conclusions relating to going concern status:** Lancashire County Council acts as Accountable Body for the Lancashire Enterprise Partnership Limited and processes all financial transactions on its behalf, therefore the company files dormant accounts.

**Lancashire County Council Directors on the Board:** 1 County Councillor – Aidy Riggott

**Company Contact Details:** Andy Walker, Interim Chief Executive, Lancashire Enterprise Partnership Limited email: [andy.walker@lancashirelep.co.uk](mailto:andy.walker@lancashirelep.co.uk)



## **Growth Lancashire Limited – Company Number: 05310616**

### **Review of progress in 2022-23 and Forward Plan for 2023-24**

**Overview:** Growth Lancashire Limited is a vehicle for partnership working. The company mission is to contribute towards growing productivity, prosperity and places across the county. The company is owned by several Lancashire local authorities including Lancashire County Council and operates across the county. Its role is diverse and focuses on supporting businesses to grow and simplify support, caring for and developing Lancashire's heritage and environmental assets and securing and delivering external funding. It also provides delivery capacity and expertise for local authorities, along with a range of other stakeholders, including private clients.

The company was re-procured by competitive tender in January 2022 to deliver the frontline service for Boost, Lancashire's Business Growth Hub. The company provides the "Gateway" service which includes handling all website, email, and telephone traffic for the Growth Hub with a watertight audit trail capturing the entire client journey. This service is the main platform for business identification, engagement and signposting to relevant resilience, growth and innovation offers. In 2022 The team handled over 1,500 enquiries.

Alongside this, Growth Lancashire Limited provide Boost's Growth Support Service and is engaging with new-to-Boost eligible Lancashire businesses, assist them to understand their key challenges, navigate the business support landscape to find the right support and maintain an ongoing relationship by matching them to one of its Business Relationship Managers. This contract provides eligible businesses with at least 3 hours of assistance to 750 of Lancashire's SMEs up to June 2023, introducing them to over 70 different sources of support across more than 50 partner organisations. Growth Lancashire has met all its targets and is on track to support 750 SMEs achieve their growth plans.

In addition to this work, the company has a long history of providing services for its Local Authority partners. This includes a specialism in providing heritage and conservation services and has over the last three years also expanded into arboricultural services. The company's heritage and conservation service now provides professional and cost effective support to ten Lancashire authorities (an increase of three compared to 2022) and private clients.

Lancashire is one of 22 areas benefiting from a share of £1.5m of Government funding to develop or improve local heritage lists. Growth Lancashire is coordinating the delivery of the Lancashire Local List project on behalf of the Lancashire authorities which includes a range of activities via a joined-up, technology-driven and community-focussed approach, led by the needs of specific areas.

#### **Outlook for 2023/24:**

- Provide the Boost helpline/gateway service to anyone starting or growing their business in Lancashire.
- Successfully deliver Boost's Growth Support service 2023-2024.

- Continue to deliver existing Service Level Agreements across Heritage and Conservation, and Arboriculture. Growing the activity to provide support for other local authorities, where there is demand.
- Continue to engage with local authority partners across the region to scope their needs and put solutions in place to provide both quality and value for money services.
- Market the expanded range of company services, including effective dialogue with the private sector.
- Complete the Lancashire Local List project and provide support to Lancashire's local authorities to utilise the resource to recognise and protect local heritage.

**Lancashire County Council Ownership:** Lancashire County Council is one of six members of Growth Lancashire Limited so therefore owns 16.67% of the company so is not considered to be a "person with significant control" within the definition of company law.

**Conclusions relating to going concern status:** Blackburn with Darwen Borough Council acts as Accountable Body for the company and process all financial transactions, therefore the company files dormant accounts.

**Lancashire County Council Directors on the Board:** 1 County Councillor – Alan Vincent (with an Alternate Director formally appointed – Jeff Couperthwaite)

**Company Contact Details:** Janet Doolan, Acting Head of Growth Lancashire & Lead for Business Support Services, email: [janet.doolan@growthlancashire.co.uk](mailto:janet.doolan@growthlancashire.co.uk)

**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part B**

Electoral Division affected:  
(All Divisions);

**Corporate Priorities:**  
N/A;

**Report of the Cabinet (Part B)**  
(Appendix 'A' refers)

Contact for further information:  
Craig Alker, Tel: (01772) 537997, Democratic Services Officer (Technical),  
craig.alker@lancashire.gov.uk

**Brief Summary**

The report of the Cabinet from its recent meetings is attached at Appendix 'A'.

This includes the following meetings:

- 2 March 2023
- 6 April 2023
- 4 May 2023

The agenda, reports and minutes of the meeting are available to view [here](#). Members can also contact the officers specified in each report for further information about each item.

This report also presents details of urgent key decisions taken since the last meeting of Full Council, in accordance with Standing Order C22.

**Recommendation**

That the report of the Cabinet, as now presented, be noted.



## Meeting of the Cabinet (2 March 2023)

**Chair:** County Councillor Phillippa Williamson

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

#### Procurement Report

Cabinet considered a report seeking approval to commence the following procurement exercises in accordance with the county council's procurement rules:

- i. Supply of food and drink products to the county council; and
- ii. Provision of Apprenticeship Levy Training for Social Worker Level 6.

**Resolved:** That the commencement of procurement exercises for the following be approved:

- i. Supply of food and drink products to the county council; and
- ii. Provision of Apprenticeship Levy Training for Social Worker Level 6.

#### Proposed 2023/24 Highways New Start Capital Programmes

Cabinet considered a report that recommended approval of the addition of the Department for Transport's indicative 2023/24 grant funding allocation for Highway Maintenance of £28.811 million to the highway block of the capital programme once confirmed.

**Resolved:** That

- i. The Department for Transport 2023/24 Highway Maintenance funding grant, once confirmed, be added to the Highway Block of the Capital Programme;
- ii. The proposed apportionment of the assumed 2023/24 Department for Transport Highway Maintenance funding of £28.811 million as detailed in the report and at Appendices 'A' and 'B', be approved;
- iii. The proposed 2023/24 New Starts Highway Maintenance programmes set out as projects at Appendices 'C' to 'H' of the report be approved;
- iv. The £1.865 million of external funding related to the redevelopment of the Samlesbury Enterprise Zone be added to the Capital Programme, be approved;
- v. The externally funded programme of work detailed at Appendix 'I' of the report be approved;

- vi. Any changes required to the proposed 2023/24 New Starts Highway maintenance programmes in the event of the confirmed grant funding award being less than the assumed allocation be reported to Cabinet at a future meeting;
- vii. The Carbon Statement detailed at Appendix 'J' of the report, be noted; and
- viii. The £1 million, approved by Full Council on 9 February 2023, be added to the Highways Block of the Capital Programme to fix multiple structural defects on roads which would otherwise have to wait for repair.

### **Special Educational Needs and Disabilities Sufficiency Strategy Implementation - Establishment of Special Educational Needs Unit at St Anne's Catholic Primary School, Leyland, and Expansion of Applebee Wood Community Specialist School, Lostock Hall**

Cabinet considered a report that outlined proposals to increase the availability of special needs provision as follows:

- i. The establishment of a Special Educational Needs unit attached to St Anne's Catholic Primary School, Leyland; and
- ii. The further expansion of Applebee Wood Community Specialist School, Lostock Hall.

#### **Resolved: That**

- i. The initiation of a feasibility study and the informal consultation process to establish a Special Educational Needs unit at St Anne's Catholic Primary School, a mainstream primary school in Leyland, be approved;
- ii. The Executive Director of Education and Children's Services be authorised, in consultation with the Cabinet Member for Education and Skills, to review the outcome of the informal consultation and to decide whether to proceed with the formal consultation;
- iii. The initiation of the informal consultation process to increase the number of special school places at Applebee Wood Community Specialist School, Lostock Hall from 147 to 167, be approved;
- iv. The Executive Director of Education and Children's Services be authorised, in consultation with the Cabinet Member for Education and Skills, to review the outcome of the informal consultation and to decide whether to proceed with the formal consultation.

### **Community Voice Pilot Project - West Lancashire Northern Parishes**

Cabinet considered a report proposing a contribution of £10,000 towards a grant fund to be managed through a 'Participatory Budgeting' process, acting as a pilot project to tackle social isolation and loneliness in the Northern Parishes of West Lancashire.

#### **Resolved: That**

- i. The creation of a grant fund for a pilot participatory budgeting process in the Northern Parishes of West Lancashire, aimed at tackling social isolation and loneliness be approved;



- ii. A contribution of £10,000 from the Community Project Team budget to the grant fund, be approved;
- iii. Approval be given for Lancashire County Council to act as the responsible authority for the grant funding, which would be a one off funding to the total of £17,776.
- iv. The Head of Health Equity, Welfare and Partnerships be authorised, in consultation with the Cabinet Member for Community and Cultural Services, to approve the allocation of funds.

## **Part II (Not Open to Press and Public) – Item of Urgent Business**

### **Extension to Contracts: Microsoft Enterprise Agreement**

Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contained information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Cabinet considered a report on the extension to contracts in relation to the Microsoft Enterprise Agreement.

It was noted that the reason for urgency was set out in the report.

**Resolved:** That the recommendation as set out in the report be approved.

# Meeting of the Cabinet (6 April 2023)

**Chair:** County Councillor Phillippa Williamson

## Part I (Open to Press and Public)

### Procurement Report

Cabinet considered a report seeking approval to commence the following procurement exercises in accordance with the county council's procurement rules:

- i. Supply and distribution arrangements: Bread, fresh meats and soft drinks
- ii. IT security outsourcing
- iii. Cleaning and facilities services
- iv. Fuel cards and associated services

**Resolved:** That the commencement of procurement exercises for the following be approved:

- i. Supply and distribution arrangements: Bread, fresh meats and soft drinks
- ii. IT security outsourcing
- iii. Cleaning and facilities services
- iv. Fuel cards and associated services

### Lancashire County Council Building Condition Programme

Cabinet considered a report that set out proposals for the allocation of approved capital funding to address a phase of high priority building condition repairs and statutory programmes of remedial works to the operational premises portfolio.

**Resolved:** That the proposed list of condition and statutory compliance schemes across operational premises, as set out at Appendix 'A' of the report, be approved.

### Additional Budget 2023 Highways Maintenance and Pothole Repair Funding, 2023 to 2024

Cabinet considered a report on additional funding for highways maintenance and pothole repair during 2023 to 2024.

**Resolved:** That

- i. The Department for Transport's additional funds of £5.122m, made available in the 2023 Spring Budget announced on 15 March 2023, be added to the Highway Block of the Capital Programme; and
- ii. The following additions from the additional funds be approved:





- a. The addition of £0.787m for the surface dressing programme, including £0.265m for surface dressing of Hall Road, West Lancashire, and associated roads and £0.522m for an additional surface dressing programme, the detail of which will be presented for approval at the Cabinet meeting in May 2023.
- b. The addition of £0.500m to the preventative find and fix programme.

### **Proposed 2023/24 Transport Programme**

Cabinet considered a report requesting approval of the proposed 2023/24 Transport Programme, funded by the Department for Transport's Integrated Transport Grant.

**Resolved:** That

- i. The Department for Transport 2023/24 Integrated Transport grant of £6.101 million be added to the Transport Block of the Capital Programme;
- ii. The proposed apportionment of the 2023/24 Department for Transport Integrated Transport Grant as detailed in the report and at Appendix 'A' of the report, be approved; and
- iii. The proposed 2023/24 New Starts Road Safety, Cycle Safety and Public Rights of Way programmes set out as projects at Appendices 'B' to 'D' of the report, be approved.

### **Tudor Avenue and Cairnsmore Avenue, Preston - Bus Stop Clearways and Improvements**

Cabinet considered a report that outlined various proposals for Tudor Avenue and Cairnsmore Avenue, Preston, designed to provide an improvement to the free movement and passing of buses and private vehicles.

**Resolved:** That the following be approved:

- i. The making of Road Traffic Regulation Act 1984 Lancashire County Council (Cairnsmore Avenue and Tudor Avenue, Preston, Preston City) (Prohibition of Waiting) Order 2023;
- ii. The introduction of an extension to the existing bus stop clearway on Tudor Avenue, Preston and marking as a bus stand with keep clear marking opposite; and
- iii. The introduction of a bus stop clearway on Cairnsmore Avenue, Preston.

### **School Place Planning Delivery Programme 2023-25: Update**

Cabinet considered a report that provided an update on the School Place Planning Delivery Programme for 2023-25 and sought approval of projects identified to address the projected shortfall of primary and secondary school places.

**Resolved:** That the following be approved:

- i. The capital allocation for the Broughton In Amounderness Church of England Primary School project as set out at Appendix 'A' of the report, to



- provide an additional external play area and some minor internal remodelling to the existing school building;
- ii. The capital allocation for the Cottam Primary School project as set out at Appendix 'A' of the report, to provide alterations to the external play area and canopy and internal remodelling to the existing school building;
- iii. The capital allocation for the demolition of the former Tulketh High School project as set out at Appendix 'A' of the report;
- iv. An additional capital allocation for the expansion of Colne Primet Academy, Pendle project as set out at Appendix 'A' of the report; and
- v. An additional capital allocation for the expansion of St Augustine's Roman Catholic High School, Billington project as set out at Appendix 'A' of the report.

### **Supporting Pupils with Medical Conditions in Special Schools**

Cabinet considered a report on the Supporting Pupils with Medical Conditions in Special Schools policy.

**Resolved:** That the Supporting Pupils with Medical Conditions in Special Schools Policy, as set out at Appendix 'A' of the report be approved.

### **Lancashire Local Nature Recovery Strategy**

Cabinet considered a report on the Lancashire Local Nature Recovery Strategy.

**Resolved:** That the following be approved:

- i. The county council acts as the Responsible Authority for the Lancashire Local Nature Recovery Strategy; and
- ii. The outline process for the development of a collaborative strategy.

## **Part II (Not Open to Press and Public)**

### **Oracle Fusion Managed Support**

Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contained information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Cabinet considered a report on the managed support for Oracle Fusion.

It was noted that the reason for urgency was that any delay could adversely affect the ongoing work with the Oracle Fusion programme.

**Resolved:** That

- i. The recommendation as set out in the report be approved; and
- ii. This decision should be implemented immediately for the purposes of Standing Order C29 as any delay could adversely affect the ongoing work with the Oracle Fusion programme



# Meeting of the Cabinet (4 May 2023)

**Chair:** County Councillor Phillippa Williamson

## Part I (Open to Press and Public)

### Establishment of a Company Member Cabinet Committee

Cabinet considered a report that proposed the establishment of a Company Member Cabinet Committee.

**Resolved:** That

- i. The establishment of the Company Member Cabinet Committee with the membership as set out in the report and the Terms of Reference as set out at Appendix 'A' of the report, be approved; and
- ii. The Leader and the Cabinet Member for Resources, HR and Property (Deputy Leader) be appointed as Chair and Deputy Chair of the Committee respectively.

### Procurement Report

Cabinet considered a report seeking approval to commence the following procurement exercises in accordance with the county council's procurement rules:

- i. Energy Purchasing Strategy 2024-2028
- ii. Provision of Residual Waste Acceptance and Recovery/Disposal Service
- iii. Provision of a Community Equipment Service

**Resolved:** That the commencement of procurement exercises for the following be approved:

- i. Energy Purchasing Strategy 2024-2028
- ii. Provision of Residual Waste Acceptance and Recovery/Disposal Service
- iii. Provision of a Community Equipment Service

### Additional Budget 2023 Highways Maintenance and Pothole Repair Funding, 2023 to 2024

Cabinet considered a report on an additional budget for the Highways and Pothole Repair Funding for 2023 to 2024.

**Resolved:** That the following be approved:



- i. The proposed apportionment of the Department for Transport's additional funds of £5.122m, made available in the 2023 Spring Budget, as detailed in the report and at Appendices 'A' and 'B' of the report.
- ii. That £0.795 million of funding as part of the project to redevelop the Samlesbury Enterprise Zone be moved between blocks in the Capital Programme and that the highways scheme detailed at Appendix 'C' of the report be approved.
- iii. The addition of the schemes as set out as projects at Appendix 'C' of the report to the 2023/24 New Starts Highway Maintenance programmes.

### **Bamber Bridge Bus Stop Upgrade**

Cabinet considered a report that outlined proposals to implement bus stop improvements on Station Road between Lychfield Drive and Sergeant Road, Bamber Bridge.

**Resolved:** That the following be approved:

- i. The implementation of proposed bus stops clearways and associated bus stop infrastructure, as set out at Appendix 'A' of the report; and
- ii. The making of the order for introductions and revocations of No Waiting At Any Time restrictions and Limited Waiting Bays, as set out at Appendix 'B' of the report.

### **Cadley Causeway, Preston - Local Safety Scheme**

Cabinet considered a report on the Local Safety scheme on Cadley Causeway, Preston.

**Resolved:** That the following be approved:

- i. Raised zebra crossing, Cadley Causeway, Preston; Speed cushions, Cadley Causeway, Preston; No waiting at any time, Cadley Causeway and Rossall Road, Preston; and the relocation of existing road safety camera, Cadley Causeway, Preston.
- ii. No loading, Mon-Fri, 08.00-09.30hrs and 15.00-16.30hrs, Cadley Causeway and Mill Lane, Preston.

### **Lancashire County Council (Barley Lane, Barley, Pendle Borough) (Prohibition Of Waiting, Limited Waiting, And Amendment To Permit Parking Provisions) Order 202\***

Cabinet considered a report proposing to introduce Resident Parking to address significant and obstructive parking issues which had been identified as impacting on the residential area of central Barley Village.

**Resolved:** That the making of the Traffic Regulation Order setting out proposals for parking restrictions on the various lengths of road within Barley Village, as detailed within the report and as set out in Appendices 'A' and 'B' of the report, be approved.



## **The Lancashire and South Cumbria Integrated Care Partnership and Integrated Care Strategy**

Cabinet considered a report seeking approval for the revised Terms of Reference of the Lancashire and South Cumbria Integrated Care Board and to endorse the Integrated Care Strategy, which was approved by the Lancashire and South Cumbria Integrated Care Partnership in April 2023.

**Resolved:** That,

- i. The revised Terms of Reference for the Lancashire and South Cumbria Integrated Care Partnership, as set out at Appendix 'A' of the report, be approved; and
- ii. The Lancashire and South Cumbria Integrated Care Strategy, as set out at Appendices 'B' and 'C' of the report, be endorsed and supported.

### **Part I (Open to Press and Public) – Urgent Business**

#### **Changes to Cabinet Portfolio Responsibilities**

Cabinet considered a report proposing to make permanent a number of the temporary changes to Cabinet Member responsibilities originally approved on 7 July 2022 and to make two additional changes to Cabinet Member responsibilities, as set out in the report. A number of other minor amendments were also proposed in order to clarify and streamline the portfolio descriptions.

It was noted that the report was urgent as it was essential, for continuity of county council business, that revised Cabinet Member portfolios were approved and were in place at the earliest opportunity.

**Resolved:** That the following be approved:

- i. The temporary changes to Cabinet Member responsibilities approved on 7 July 2022 be made permanent with the exception of responsibility for the Youth Justice Service which will return to the Cabinet Member for Children and Families;
- ii. Responsibility for Early Years and Children will move from the Cabinet Member for Education and Skills to the Cabinet Member for Children and Families;
- iii. Responsibility for School Transport will move from the Cabinet Member for Education and Skills to the Cabinet Member for Highways and Transport; and
- iv. The minor changes to clarify and streamline portfolios, as set out in the report.

## **Part II (Not Open to Press and Public)**

### **Marketing Lancashire – Organisational Review**

Exempt information as defined in Paragraphs 1, 2 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contained information relating to any individual, information which is likely to reveal the identity of an individual, and information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Cabinet considered a report on the organisational review of Marketing Lancashire.

**Resolved:** That the recommendations as set out in the report, be approved.

### **Waiver of the Council's Procurement Rules - Virgin Media Dark Fibre**

Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contained information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Cabinet considered a report to waive the county council's procurement rules in relation to Virgin Media Dark Fibre.

**Resolved:** That the recommendation as set out in the report, be approved.

## Urgent Key Decisions

It is a requirement of Standing Order C22 that any urgent Key Decision taken under the provisions of Standing Order C21 must be reported to Full Council for information.

The following urgent Key Decision was taken by Cabinet at its meeting on 2 March 2023:

- Extension to Contracts: Microsoft Enterprise Agreement





**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part B**

Electoral Division affected:  
None;

**Corporate Priorities:**  
N/A;

**The Urgency Committee**  
(Appendix 'A' refers)

Contact for further information:  
Craig Alker, Tel: (01772) 537997, Democratic Services Officer (Technical),  
[craig.alker@lancashire.gov.uk](mailto:craig.alker@lancashire.gov.uk)

**Brief Summary**

The report attached at Appendix 'A' sets out details of the decisions taken by the then Director of Corporate Services (Monitoring Officer) under the county council's urgent business procedure on behalf of the Urgency Committee.

The agenda, reports and minutes of the meeting are available to view [here](#). Members can also contact the officers specified in each report for further information about each item.

**Recommendation**

That the report of the Urgency Committee, as now presented, be noted.

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

Paper	Date	Contact/Tel
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None		
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Reason for inclusion in Part II, if appropriate		
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N/A		
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## Report of the Urgency Committee Decision Date: 28 February 2023

**Decision Taker:** Director of Corporate Services (The Monitoring Officer)

### **Lancashire County Pension Fund Power of Attorney - Korean Tax Reclaim**

**Resolved:** The Director of Corporate Services, subject to an appropriate form of agreement being negotiated and agreed by Legal Services, authorised the Head of Fund to execute a Power of Attorney, enabling Deloitte Korea to act on behalf of the Fund in reclaiming tax paid on investments in the Korean tax jurisdiction.

## Decision Date: 28 March 2023

**Decision Taker:** Executive Director of Resources

### **Cumbria Fire & Rescue Pension Arrangements**

**Resolved:** The Executive Director of Resources approved:

- i. The delegation of the pension fund administration function of Cumbria Commissioner Fire & Rescue Authority to Lancashire County Council pursuant to Regulation 5 (2) of the Firefighters' Pension Scheme Regulations 2014 subject to the council entering into appropriate legal agreements with the parties.
- ii. That the county council's Monitoring Officer be authorised to agree the final legal agreements on behalf of Lancashire County Council.



**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part B**

Electoral Division affected:  
None;

**Corporate Priorities:**  
N/A;

**The Audit, Risk and Governance Committee**  
(Appendix 'A' refers)

Contact for further information:  
Hannah Race, Tel: (01772) 530655, Senior Democratic Services Officer,  
hannah.race@lancashire.gov.uk

**Brief Summary**

The report of the Audit, Risk and Governance Committee from its meeting held on 24 April 2023 is attached at Appendix 'A'.

The agenda, reports and minutes of the meeting are available to view [here](#).

Members can also contact the officers specified in each report for further information.

**Recommendation**

That the report of the Audit, Risk and Governance Committee, as now presented, be noted.

**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		



## Meeting of the Audit, Risk and Governance Committee (24 April 2023)

**Chair:** County Councillor Alan Schofield

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

#### **External Audit: Interim Auditor's Annual Report on Lancashire County Council 2021/22**

The committee considered the Interim Auditor's Annual Report on Lancashire County Council for 2021/22, presented by Sarah Ironmonger, Partner at Grant Thornton UK.

**Resolved:** That the auditor's findings on the council's arrangements for securing value for money in its use of resources, and the improvement recommendations made, be noted.

#### **Internal Audit Progress Report**

The committee considered a report which provided an update on the Internal Audit Service's work and outcomes for 2022/23, presented by Andy Dalecki, Head of Internal Audit.

**Resolved:** That the Internal Audit Progress Report be noted.

#### **Internal Audit's External Quality Assessment**

The committee considered the findings of the External Quality Assessment of the Internal Audit Service, which was undertaken by the Chartered Institute of Internal Auditors in February 2023, presented by Andy Dalecki, Head of Internal Audit.

**Resolved:** That the report on the External Quality Assessment, and actions proposed, be noted.

#### **Internal Audit Annual Plan**

The committee considered the Internal Audit Annual Plan for 2023/24, presented by Andy Dalecki, Head of Internal Audit.

**Resolved:** That the Internal Audit Annual Plan for 2023/24, as set out in the report, be approved.

## **The Council's Annual Governance Statement 2022/23 and Code of Corporate Governance 2023/24**

The committee considered the council's draft Annual Governance Statement for 2022/23 and updated Code of Corporate Governance for 2023/24, presented by Paul Bond, Head of Legal, Governance and Registrars.

The Code of Corporate Governance for 2023/34 was recommended to Full Council and can be found in Part A of the agenda.

**Resolved:** That

- i) The draft Annual Governance Statement for 2022/23, as presented, be approved for inclusion in the draft Statement of Accounts for 2022/23;
- ii) The Director of Law and Governance be authorised to make any subsequential changes to the Annual Governance Statement for 2022/23, in consultation with the Chair of the Audit, Risk and Governance Committee;
- iii) The signing of the Annual Governance Statement by the Chief Executive and the Leader of the Council, following final approval of the Statement of Accounts, be noted; and
- iv) The updated Code of Corporate Governance for 2023/24, as presented, be recommended to Full Council for approval.

## **Corporate Risk and Opportunity Register - Quarter 4 Update**

The committee considered the updated Corporate Risk and Opportunity Register for Quarter 4 of 2022/23, presented by Paul Bond, Head of Legal, Governance and Registrars.

**Resolved:** That the updated Corporate Risk and Opportunity Register be noted.

## **Local Member Grants Scheme Annual Report**

The committee considered the Local Member Grants Scheme Annual Report for the period January 2021 to September 2022, presented by Josh Mynott, Democratic and Member Services Manager.

**Resolved:** That

- i) The Local Member Grants Scheme Annual Report be noted; and
- ii) A further report on the Local Member Grants Scheme be provided at the Audit, Risk and Governance Committee meeting on 16 October 2023, to include updated figures for 2022/23.



## Part II (Not Open to Press and Public)

### Appendix 'B' to Item 9 - Corporate Risk and Opportunity Register - Quarter 4 Update

(Not for Publication – Exempt information as defined in Paragraphs 3 and 7 of Part 1 of Schedule 12A to the Local Government Act, 1972. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interests in disclosing the information).

The committee considered the private and confidential Appendix B to Item 9 – Corporate Risk and Opportunity Register – Quarter 4 Update.

**Resolved:** That the Appendix B to Item 9 – Corporate Risk and Opportunity Register – Quarter 4 Update be noted.

### Data and Analytics Risks

(Not for Publication – Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interests in disclosing the information).

The committee considered a private and confidential report on the risks associated with the council's use of data and analytics, presented by Mark Greenwood, Head of ICT Architecture and Data.

**Resolved:** That

- i) The report on data and analytics risks be noted; and
- ii) A further report on data and analytics risks be provided at the Audit, Risk and Governance Committee meeting on 22 April 2024, to include more specific target dates.

### Oracle Fusion Data Breach

(Not for Publication – Exempt information as defined in Paragraphs 3 and 7 of Part 1 of Schedule 12A to the Local Government Act, 1972. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interests in disclosing the information).

The committee considered a private and confidential report on the Oracle Fusion data breaches reported to the Information Commissioner's Office and the steps taken by the county council in response, presented by Jo Winston, Information Governance Manager.



**Resolved:** That

- i) The report on the Oracle Fusion Data Breach be noted; and
- ii) A further report on ongoing actions be provided at the Audit, Risk and Governance Committee meeting on 16 October 2023, or sooner if considered necessary by officers.



**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part B**

Electoral Division affected:  
None;

**Corporate Priorities:**  
N/A;

**The Employment Committee**  
(Appendix 'A' refers)

Contact for further information:  
Hannah Race, Tel: (01772) 530655, Senior Democratic Services Officer,  
hannah.race@lancashire.gov.uk

**Brief Summary**

The report of the Employment Committee from its meeting held on 9 March 2023 is attached at Appendix 'A'.

The agenda, reports and minutes of the meeting are available to view [here](#).

Members can also contact the officers specified in each report for further information about each item.

**Recommendation**

That the report of the Employment Committee, as now presented, be noted.

**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



## Meeting of the Employment Committee (9 March 2023)

**Chair:** County Councillor Phillippa Williamson

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

#### Revised Priority Access to Vacancies Policy and Procedure

The committee considered a report presented by Deborah Barrow, Head of Human Resources, which set out the revised Priority Access to Vacancies Policy and Procedure for approval.

**Resolved:** That the revised Priority Access to Vacancies Policy and Procedure, as set out, be approved.

#### Urgent Business

There was one item of Urgent Business to be considered, as follows:

#### Review of Coroner Salaries and Fees 2022/23

The committee considered a report presented by Ann Edwards, Coroner Services Manager, which set out the proposed pay award for the Senior and Area Coroner salaries and fees paid to Assistant Coroners for 2022/23.

In considering the report, it was agreed there would be a likely disclosure of exempt information during the subsequent discussion and therefore it was:

**Resolved:** That the press and members of the public be excluded from the meeting on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part I of Schedule 12A to the Local Government Act 1972.

**Resolved:** That

- i) The 4% increase in the Senior and Area Coroners' salaries, as set out in the report, be approved with effect from 1 April 2022;
- ii) The revised on-call remuneration package for the Senior and Area Coroners, as set out in the report, be approved with effect from 1 April 2022;

- iii) The proposed court suit allowance for the Senior and Area Coroners, as set out in the report, be approved with effect from 1 April 2022; and
- iv) The 1.56% increase in fees paid to Assistant Coroners, as set out in the report, be approved with effect from 1 April 2022.

## **Part II (Not Open to Press and Public)**

### **Local Pensions Partnership Limited Pay Proposals**

(Not for Publication – Exempt information as defined in Paragraphs 1, 2 and 3 and 4 of Part 1 of Schedule 12A to the Local Government Act, 1972. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interests in disclosing the information.)

The committee considered a private and confidential report presented by Sean Green, Head of Fund, which outlined the 2023/24 pay proposals for the Local Pensions Partnership Limited.

#### **Resolved:** That

- i) The 2023/24 Pay Grade Structure, as set out in the report, be approved;
- ii) The 2023/24 remuneration for the Executive Directors including the Chief Executive Officer, as set out in the report, be approved;
- iii) The unchanged Remuneration Policy be noted; and
- iv) The salaries over £100,000, as set out in the report, be noted.

**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part B**

Electoral Division affected:  
None;

**Corporate Priorities:**  
N/A;

**The Conduct Committee**  
(Appendix 'A' refers)

Contact for further information:  
Hannah Race, Tel: (01772) 530655, Senior Democratic Services Officer,  
hannah.race@lancashire.gov.uk

**Brief Summary**

The report of the Conduct Committee from its meeting held on 16 March 2023 is attached at Appendix 'A'.

The agenda, reports and minutes of the meeting are available to view [here](#).

**Recommendation**

That the report of the Conduct Committee, as now presented, be noted.

**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		





## Meeting of the Conduct Committee (16 March 2023)

**Chair:** County Councillor Peter Buckley

### Part II (Not Open to Press and Public)

#### Complaint Against a County Councillor: Report of the Monitoring Officer

The committee considered a private and confidential report which detailed the investigation into a complaint received against County Councillor Alan Hosker, presented by Laura Sales, Director of Corporate Services.

The committee considered the report of the Monitoring Officer, the view of County Councillor Alan Hosker, and the view of the Independent Person.

Following consideration of those views, it was:

**Resolved:** That, having regard to the view of the Independent Person,

- i) County Councillor Alan Hosker breached the Code of Conduct during his interactions with members of the complainant staff on 11 August 2022, specifically the following provision:  
  
"You must always treat people with respect, including the organisations and public you engage with and those you work alongside;"
- ii) County Councillor Alan Hosker further breached the Code of Conduct in his response to the investigation of the Monitoring Officer into the complaint, specifically the following provision:  
  
"You must cooperate with any Code of Conduct investigation and/or determination;"
- iii) County Councillor Alan Hosker be required to provide a written apology to the complainant by 1 June 2023; and
- iv) County Councillor Alan Hosker be required to provide a written apology to the Monitoring Officer by 1 June 2023.



**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part B**

Electoral Division affected:  
None;

**Corporate Priorities:**  
N/A;

**The Pension Fund Committee**  
(Appendix 'A' refers)

Contact for further information:  
Mike Neville, Tel: (01772) 533431, Senior Democratic Services Officer,  
mike.neville@lancashire.gov.uk

**Brief Summary**

The report of the Pension Fund Committee from its meeting on 10 March 2023 is attached at Appendix 'A'.

The agenda, reports and minutes of the meeting are available to view [here](#). Members can also contact the officers specified in each report for further information about each item.

**Recommendation**

That the report of the Pension Fund Committee, as now presented, be noted.

**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		



## Meeting of the Pension Fund Committee (10 March 2023)

**Chair:** County Councillor E Pope

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

#### Budget Monitoring Q3 - 2022/23

A report was presented on the income and expenditure of the Fund for the 9 months up to 31<sup>st</sup> December 2022, together with a forecast for the year ending 31<sup>st</sup> March 2023.

**Resolved:** That the financial results for the 9 months up to 31<sup>st</sup> December 2022 together with the budget and forecast variances, as set out in the report presented, are noted.

#### Lancashire County Pension Fund 2023/24 Budget

The Head of Fund presented a report on a one-year budget for the Fund for the year ending 31<sup>st</sup> March 2024 and highlighted contributions received and the budgeted increase in benefits payable. He also reported that the Investment Panel was reviewing the projected cashflow as part of the Investment Strategy Statement review and would report any recommendations to the Committee in June 2023.

**Resolved:** That the Lancashire County Pension Fund budget for the year ended 31<sup>st</sup> March 2024, as set out at Appendix 'A' to the report presented, is approved.

#### Lancashire County Pension Fund Strategic Plan 2023/24

The Head of Fund presented a report on the draft Strategic Plan for 2023/24 (together with a progress report on activity for 2022/23) and informed the Committee that the Pensions Team would be focussing attention on activity around, cyber security, McCloud, the General Code of Practice, and the Investment Strategy Statement.

**Resolved:** That the Lancashire County Pension Fund Strategic Plan for 2023/24 as set out at Appendix 'A' to the report presented, is approved and the update on activity, set out at Appendix 'B', is noted.

## **Breaches Policy Review**

The Head of Fund reported that the Fund Breaches Policy had been reviewed, in consultation with the Lancashire Local Pension Board and the County Councils Information Governance Team, to simplify and improve presentation and clarify the roles and responsibilities of key stakeholders when reporting breaches to the Fund.

**Resolved:** That the revised Breaches Policy for the Lancashire County Pension Fund, as set out at Appendix 'B' to the report presented, is approved.

## **Feedback from members of the Committee on pension related training**

The Chair presented a report on pension related training involving members of the Committee since the last meeting and reported that the Local Pensions Partnership Investment Conference on the 1<sup>st</sup>/2<sup>nd</sup> March 2023 (which he, County Councillor R Woollam and Co-opted member Mr P Crewe attended) had been excellent.

**Resolved:** That the report and update on the participation by Committee members at conferences/events held since the last meeting is noted and the Training Record updated accordingly.

## **Training Plan 2023/24**

The Committee considered a report on the draft 2023/24 Training Plan which set out various training opportunities available during the year for members of both the Committee and the Lancashire Local Pension Board. It was noted that the Plan incorporated elements identified in a training needs analysis of Committee/Board members and The Head of Fund confirmed that that the questionnaire used for future needs analysis would be reviewed and simplified.

**Resolved:** That the 2023/24 Training Plan, as set out at Appendix 'A' to the report presented, is approved.

## **Lancashire Local Pension Board Workplan 2023/24**

The Chair presented a report on the 2023/24 Work Plan for the Pension Board which had been developed in consultation with Fund Officers and included regular activity which fell under the remit of the Board together with specific activity related to the 2023/24 Lancashire County Pension Fund Strategic Plan.

**Resolved:** That the 2023/24 Work Plan for the Lancashire Local Pension Board, as set out in Appendix 'A' to the report presented, is noted.

## **Responsible Investment Report**

The Head of Fund presented a detailed update report from Local Pensions Partnership Investments Limited on various responsible investment matters during the fourth quarter of 2022 (October to December).



**Resolved:** That the update on responsible investment activity during Q4 of 2022, as set out in the report presented, is noted.

## **Part II (Not Open to Press and Public)**

### **Funding Strategy Statement**

The Committee considered a report on the Funding Strategy Statement (which included the Admission and Termination Policy, Employer Risk Policy, and the Inter-valuation Contribution Review Policy) which had been reviewed and updated following the 2022 actuarial valuation and statutory consultation. It was noted that the Investment Strategy Statement was also being updated and would be presented to the Committee in June 2023.

#### **Resolved:**

1. That the revised Funding Strategy Statement and associated policies, as set out in Appendices 'A', 'B', and 'C' to the report presented, are approved.
2. That the overview of changes made to the policy documents referred to at 1 above and set out at Appendix 'D' to the report presented are noted; and
3. That the report detailing Funding Strategy Statement consultation and broader engagement with the employers participating in the Lancashire County Pension Fund, set out at Appendix 'E' to the report presented is noted.

### **Local Pensions Partnership Annual Budget 2023/24**

Ms Stark, the Chair of the Local Pensions Partnership Board, gave a brief presentation on her background and experience. Mr Rule, the Chief Executive, then presented the Local Pensions Partnership Limited Group budget for 2023/24 together with the business plans for Local Pensions Partnerships Investments Ltd and Local Pensions Partnership Administration Ltd and answered questions from Committee members.

#### **Resolved:**

1. That the Local Pensions Partnership Limited Group budget for 2023/24, as set out in Appendix 'A' to the report presented, is approved; and
2. That the business plans of Local Pensions Partnership Investments Limited and Local Pensions Partnership Administration Limited as set out at Appendices 'B' and 'C' to the report presented are noted.

### **Local Pensions Partnership Administration Update**

Ms J Darbyshire, the Managing Director at Local Pensions Partnership Administration Ltd, presented a detailed report on the performance of the pension administration service between October and December 2022. It was noted that as anticipated there had been an initial dip in performance following implementation of the new UPM

system, though improvements were expected to be reflected in figures for the next Quarter. Ms J Darbyshire confirmed that LPPA and the Pensions Team continued to work together post implementation and in relation to preparatory work associated with McCloud and the government Dashboard

**Resolved:** That the performance of the pension administration service during the period October – December 2022, as set out in the report presented, is noted.

### **Investment Context Report**

An updated version of the Investment Context report was circulated at the meeting. Ms Devitt, Independent Investment Adviser to the Fund, then took the Committee through the updated report on the performance of global markets, economies and the different various factors which influenced the investment markets in which the Fund operated and answered questions from Committee members.

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

### **Investment Performance Report**

Ms George, Independent Investment Adviser to the Fund, presented a report on the performance of the Fund up to 31<sup>st</sup> December 2022, highlighting the performance of specific asset classes, that the total Fund performance over 3 and 5 years exceeded both the Policy Portfolio and Actuarial benchmarks, and that inflation had impacted on the funding level. A document showing separate graphs regarding the evolution of liabilities/assets and the funding level was circulated at the meeting for information. Ms George also reported that the Investment Panel was in the process of reviewing the Strategic Asset Allocation, as part of the Investment Strategy Statement review, and would bring any recommendations to the Committee in June 2023.

**Resolved:** That the performance of the Fund for the quarter to the end of December 2022, as set out in the report presented and the additional papers circulated at the meeting, is noted.

### **Investment Panel Report**

The Head of Fund presented a report on the various matters discussed at the Investment Panel on 24<sup>th</sup> November 2022, as set out in the Minutes of that meeting.

**Resolved:** That the Minutes of the Investment Panel held on 24<sup>th</sup> November 2022 are noted

### **Lancashire County Pension Fund Actuarial Services - Procurement Exercise**

The Committee considered a report on the proposed timeline and criteria for the procurement of actuarial services for the Fund as the current contract was due to expire on 13<sup>th</sup> October 2023.

**Resolved:** That approval is given for the County Council's Procurement Service to undertake a procurement exercise (via the National LGPS Framework) to appoint an



independent provider to undertake actuarial services for the Lancashire County Pension Fund for the next 6 years, on the basis set out in the report presented.

### **Local Pensions Partnership Update**

An update report from the Local Pensions Partnership Limited (LPP) was presented which covered the following points:

- Shareholder and LPPL governance developments.
- Financial Performance across the LPP Group up to 31<sup>st</sup> December 2022.
- An update on the pensions administration service and Project PACE.
- An update on investment Management.

Further to the comments made earlier in the meeting members of the Committee discussed the capital restructure of LPP (as reported to Committee on 7<sup>th</sup> February 2020), and outcomes of the governance review (as reported to Committee on 16<sup>th</sup> September 2022 and 25<sup>th</sup> November 2022) and at two internal briefings. The Chair and Director of Corporate Services answered questions on the capital restructure of LPP, the role of shareholders, the role of the County Council, and the composition of the new LPP Board. The Chair acknowledged that whilst the appointment of a new Non-Executive Director had been reported at the briefing for Committee members on 24<sup>th</sup> February 2023 it had not been included in a report to the Committee.

### **Resolved:**

1. That the update report from the Local Pensions Partnership Limited is noted
2. That the comments of Committee members regarding the ongoing Local Pensions Partnership Governance review are noted, and that the Committee be kept informed of developments.



**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part B**

Electoral Division affected:  
None;

**Corporate Priorities:**  
N/A;

**The Overview and Scrutiny Committees**  
(Appendix 'A' refers)

Contact for further information:  
Samantha Parker, Tel: (01772) 538221, Senior Democratic Services Officer,  
sam.parker@lancashire.gov.uk

**Brief Summary**

The most recent cycles of meetings of the Overview and Scrutiny Committees took place in the period March to April 2023. The reports of the committees are attached as follows at Appendix 'A':

- Scrutiny Management Board (18 April 2023)
- Children, Families and Skills (5 April 2023)
- Community, Cultural and Corporate Services (9 March and 13 April 2023)
- Environment, Economic Growth and Transport (16 March and 27 April 2023)
- Health and Adult Services (22 March 2023)

The agenda, reports and minutes of the meetings are available to view [here](#).

Members can also contact the officers specified in each report for further information about each item.

**Recommendation**

That the report of the Overview and Scrutiny Committees, as now presented, be noted.

**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



## Meeting of the Scrutiny Management Board (18 April 2023)

**Chair:** County Councillor David Westley

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

#### **Working Group Request - Community, Cultural and Corporate Services Scrutiny Committee**

Members were provided with a report which set out the request from the Community, Cultural and Corporate Services Scrutiny Committee to establish a working group to support the annual review of the Lancashire Community Safety Agreement.

**Resolved:** That the working group request received request from the Community, Cultural and Corporate Services Scrutiny Committee be agreed to proceed as set out in the report.

#### **Report on the activity of the Councillor Support Steering Group**

Members were provided with an overview report of matters presented and considered by the Councillor Support Steering Group at its meetings held on 1 February 2023 and 15 March 2023.

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

# Meeting of the Children, Families and Skills Scrutiny Committee (5 April 2023)

**Chair:** County Councillor Andrea Kay

## Part I (Open to Press and Public)

### Young People in Education, Employment or Training

The report provided an update on the work the council was doing to support young people into education, employment, or training (EET) after they had completed their compulsory school education.

**Resolved:** That the following recommendations be shared with the Cabinet Member for Education and Skills:

- i. To lobby the relevant government departments for support for children missing in education, to be tracked with financial support until the age of 19 and beyond rather than the current age of 16.
- ii. To strongly encourage early and detailed conversations with District Councils ahead of the next budgetary cycle about how they are utilising their UKSPF allocations to provide better, flexible provision for young people.
- iii. Transport provision for young people to enable them to get to a place of education or training to be considered as a future agenda item for this committee to help more young people get into EET.
- iv. Consider participation and views of the young people from the Youth Council for future reports in terms of why they are not in Education, Employment or Training, for example is it a transport issue, employment issue, not sure what they want to do etc.
- v. Where possible consider sharing best practice from other local authorities.
- vi. If available, statistics on the number of non-binary and trans-gender students in Lancashire to be provided to the committee.
- vii. For the committee to receive a report at milestone points in the pilot project with HMRC.

# Meeting of the Corporate, Cultural and Community Services Scrutiny Committee (9 March 2023)

Chair: County Councillor Ged Mirfin

## Part I (Open to Press and Public)

### The Council's Web Presence and Customers' Digital Experience

The report presented provided the committee with key updates on areas of work linked to Customer Experience, including the activities to improve the Customer Experience within the county council's services, data and insight, the role Members play in understanding Customer Experience, and digital interaction.

**Resolved:** That the following recommendations be shared with the Cabinet Member for Community and Cultural Services:

- i. A Bitesize Briefing to be arranged for Members on the Blue Badge Scheme and the process for applying to it.
- ii. A visit to the call centre to be arranged for Members who are interested in seeing how the centre works in action.
- iii. Consideration be given to a session or drop-in session for Members to share digital issues being experienced by them or residents.
- iv. Matters discussed regarding the Lovecleanstreet App and other Highway related issues to be shared with the Environment, Economic Growth and Transport Scrutiny Committee.
- v. A further update on progress to be presented to the committee in the next 12 months. Report to also consider the following:
  - a. A breakdown of the stages of the 5-year plan and achieving culture change over time. The costs, benefits and saving elements involved in reaching each stage.
  - b. Staffing and whether we have enough staff, if not how are we filling the gaps.
  - c. Progress on engaging with districts.
  - d. Breakdown by service on how customers contact us, for example online, telephone or face to face. What accounts for the largest queries received over time?
  - e. Data to consider split between digital and non-digital customers, landing pages and the journey customers are taking online, call and digital form drop off rates.

### Report on the Work of the Warm and Welcome Public Spaces Task Group

The Chair presented a report that provided an overview of the work undertaken by the Warm and Welcome Public Spaces Task Group at its meetings held on 24 November 2022 and 26 January 2023.



**Resolved:** That the report on the work of the Warm and Welcome Public Spaces Task Group, be noted.





# Meeting of the Corporate, Cultural and Community Services Scrutiny Committee (13 April 2023)

Chair: County Councillor Ged Mirfin

## Part I (Open to Press and Public)

### Relationship with Parish and Town Councils

The report presented provided the committee with information on how Lancashire County Council worked with and supported Parish and Town Councils in the county.

**Resolved:** That the following recommendations be shared with the Cabinet Member for Community and Cultural Services:

- i. For the following information to be collated, possibly via the next survey to help build a better understanding of the parish and town councils in Lancashire:
  - a. which districts they sit in and the geographical area they cover
  - b. number of electorates in each
  - c. financial budgetary details and details of precept
  - d. staffing details and whether they have offices e. what public realm functions they deliver
- ii. Support for the Parish Lengthsman by considering a Lengthsman of the Year Award.
- iii. Consideration be given to the Public Rights of Way Grants in terms of equity of funds.
- iv. Consideration be given for Parish and Town Councils to be able to apply to the Local Member Grant Scheme or more funding to be allocated to the Parish Champion for Grants to Parish and Town Councils.
- v. The Public Realm Task and Finish Group Report to be shared with the committee once finalised.
- vi. The committee support the refresh of the Parish and Town Council Charter in 2024 / 2025.

### Lancashire Ethnic Minorities Partnership

The report highlighted the key findings from the research conducted for Lancashire Ethnic Minorities Partnership (LEMP).

**Resolved:** That the following recommendations be shared with the Cabinet Member for Community and Cultural Services:

- i. Information to be shared with the committee on readily available reports or data which consider the impact of Covid-19 in Lancashire.
- ii. Consideration be given to include Parish and Town Councils as part of data gathering exercises in the future.



- iii. Consideration be given to performance measured data that affects ethnic minorities and consider what the difference is between this and the population as a whole and whether there are any gaps.
- iv. Consideration be given to a mini conference to be delivered on this area of work and a press release or information sharing exercise detailing the changes in census data from 2021 and 2011.
- v. A Bite Size Briefing to be arranged for Members when the next set of data is released.
- vi. A further update on progress to be presented to the committee within the next 12 months (January 24) on the Draft Strategy and Delivery Plan. Report to also consider:
  - a. data on ethnic minority businesses in Lancashire
  - b. census data on occupations and professions
  - c. cohesion and integration strategy

# Meeting of the Environment, Economic Growth and Transport Scrutiny Committee (16 March 2023)

**Chair:** County Councillor Rob Bailey

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

### **Management of Lancashire County Council Countryside Sites**

A report on the Management of Lancashire County Council Countryside Sites was presented to committee members.

**Resolved:** That;

The Cabinet Member for Environment and Climate Change consider:

- a) Resolving the parking meter issue at Wycoller Country Park.
- b) Reviewing how the Countryside Sites are marketed and promoted with a view to updating the relevant pages on the County Council's website for the public and schools.
- c) Seek funding for a future commercial and asset audit to help identify opportunities to enhance the management of the County Council's Countryside Sites and to explore potential commercial opportunities.
- d) Ensuring that any business plan arising from the audit includes a communications plan on promoting the offer.
- e) Exploring what resources might be available for the Countryside Service to engage more with schools.



# Meeting of the Environment, Economic Growth and Transport Scrutiny Committee (27 April 2023)

**Chair:** County Councillor Rob Bailey

## Part I (Open to Press and Public)

### Lancashire County Council Environment and Climate Strategy

The Committee was presented a report which gave an overview of the county council's Environment and Climate Strategy, which set out ongoing and planned activity to achieve the strategy's ten key objectives.

An update on activity being undertaken to transition the Lancashire economy away from carbon by 2030 was also provided.

**Resolved:** That;

1. The Environment, Economic Growth and Transport Scrutiny Committee welcomes the baseline assessment due for submission to the Carbon Disclosure Project in July 2023 and the carbon reductions that will emanate from that.
2. A copy of the baseline report be provided to the committee.

### Changes to Waste services

The committee was presented a report which provided information on two key issues that would force change within the council's Waste service in coming years:

- The end of the council's existing landfill contract in 2025
- The Environment Act 2021

In anticipation of these changes the Waste service team, had developed a waste processing strategy. Details of the wider implications for the council were also provided.

**Resolved:** That the report on changes to Waste services be noted.

### Net Zero - Decarbonisation of Lancashire County Council Estate

A report was presented to the committee which provided information on the strategy being created to work towards achieving net zero carbon emissions for the Lancashire County Council estate. A copy of the draft Energy Strategy 2024-28 was included under Part II of the agenda at Item 11 - Appendix B to Item 6 - Net Zero - Decarbonisation of Lancashire County Council Estate.



**Resolved:** That; the report on Net Zero - Decarbonisation of Lancashire County Council Estate and appendix B be noted.



# Meeting of the Health and Adult Services Scrutiny Committee (22 March 2023)

**Chair:** County Councillor David Westley

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

### **Lancashire and South Cumbria System Wide Workforce Priorities**

A presentation was provided to the committee on the draft Lancashire and South Cumbria system wide workforce priorities, with further detail on the five key priorities identified for the following 12 month period, to be agreed by the Integrated Care System (ICS) People Board.

**Resolved:** That;

- i. Feedback provided from the Health and Adult Service Scrutiny Committee be reported to the Integrated Care System People Board, as part of the ongoing discussions on the priorities.
- ii. The Cabinet Member for Adult Social Care and Director of Quality Improvement and Principal Social Worker be invited back to discuss the Adult Social Care workforce strategy at a future meeting, to understand challenges across Adult Social Care specifically.
- iii. An update on the priorities and action plans be provided to the Health and Adult Services Scrutiny Committee in six to twelve months' time, to demonstrate actions undertaken and changes seen.
- iv. Vacancy rates across the staff groups in NHS be provided for circulation to members.
- v. Dropout rate across universities be provided for circulation to members.

**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part B**

Electoral Division affected:  
None;

**Corporate Priorities:**  
N/A;

**The Lancashire Health and Wellbeing Board**  
(Appendix 'A' refers)

Contact for further information:  
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sam.gorton@lancashire.gov.uk

**Brief Summary**

The report of the Lancashire Health and Wellbeing Board from its recent meeting on 7 March 2023 is attached at Appendix 'A'.

The agenda, reports and minutes of the meeting are available to view [here](#). Members can also contact the officers specified in each report for further information about each item.

**Recommendation**

That the report of the Lancashire Health and Wellbeing Board, as now presented, be noted.

**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		





## Meeting of the Lancashire Health and Wellbeing Board (7 March 2023)

**Chair:** County Councillor Michael Green

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

#### East Lancashire Citizen/Group Story

The Board received a presentation from Sajda Majeed MBE of the work she has been involved in over the last 30 years in the Daneshouse and Stoneyholme area in Burnley, with the local community.

**Resolved:** That the Board thanked Sajda Majeed MBE for her inspirational speech.

#### Place Based Partnership Update

##### a) Integrated Care Strategy

The report provides an update to the Board on the development of the draft Lancashire and South Cumbria Integrated Care Strategy and the next steps for further engagement and finalisation of the document.

**Resolved:** That the Health and Wellbeing Board:

- i) Endorsed the current version of the Lancashire and South Cumbria Integrated Care Strategy, noting that this will be further updated in the coming weeks to reflect the feedback from partners and residents.
- ii) Noted that the final version of the Lancashire and South Cumbria Integrated Care Strategy will be presented to the Integrated Care Partnership (ICP) in April 2023 for formal agreement.

##### b) Joint Forward Plan

The report provides an update to the Board of the emerging Joint Forward Plan (JFP) for the Lancashire and South Cumbria Integrated Care Board (ICB). It includes the background, requirement and context for a Joint Forward Plan (JFP), and the key issues for consideration in development of the Plan and provided assurance on alignment with the Health and Wellbeing Board strategies.

**Resolved:** That the Health and Wellbeing Board:

- i) Considered the key themes highlighted within the emerging Joint Forward Plan (JFP) for Lancashire and South Cumbria Integrated Care Board (ICB), offering their reflections on the content and particularly on whether they feel that the key themes take proper account of the Lancashire Health and Wellbeing Strategy.
- ii) Noted that a draft version of the Joint Forward Plan (JFP) will be presented to the Health and Wellbeing Board after signing off by the Integrated Care Board (ICB) at the end of March 2023.
- iii) Noted that a final version of the Joint Forward Plan (JFP) will be presented to the Health and Wellbeing Board prior to its sign off by the Integrated Care Board (ICB) the end of June 2023.

### **c) Lancashire Place Based Partnership**

The report provides a progress report to the Board on the actions taken to develop the Lancashire Place-Based Partnership. It covers the period January – March 2023 following the last update to the Board in January 2023 and intends to ensure that the Health and Wellbeing Board are fully sighted on the progress during the development phase.

**Resolved:** That the Health and Wellbeing Board noted the progress report on the development of the Lancashire Place-Based Partnership.

### **Transformation Work in the Communities**

The Board received an update on the "Partnership approaches to prevention in communities: Healthy Hearts" with regards to bringing together partners and communities to look at the priorities from a practical perspective of policies and plans and discussed amongst members if the Board is doing all it can with regards to this priority and being held to account also.

**Resolved:** That members of the Board feedback at the next meeting in May 2023, what their organisations have done and/or committed to since the Health Weight Declaration was signed in 2022.

### **Better Care Fund**

The report provides an update to the Board on the reset work which continues to move forward with the Finance Workstream having been established and the first workshop taken place. An interim Governance Board is being set up, with work to commence on defining the governance on an ongoing basis.

**Resolved:** That the Health and Wellbeing Board:

- i) Noted the progress in the "reset" of the Lancashire Better Care Fund and next steps.



- ii) Received further updates on reset activity beginning with outcomes of the financial review and recommendations for governance.
- iii) Noted the approach to using the Adult Social Care Discharge Fund as set out in the plan and formally record Health and Wellbeing Board approval and Chair's sign-off.
- iv) Received updates on the impact of the use of the Adult Social Care Discharge Fund.





**Meeting of the Full Council**  
**Meeting to be held on Thursday, 25 May 2023**

Report submitted by: Director of Law and Governance

**Part B**

Electoral Division affected:  
None;

**Corporate Priorities:**  
N/A;

**Report of the Lancashire Combined Fire Authority**  
(Appendices 'A' and 'B' refer)

Contact for further information:  
Dave Gorman, Tel: (01772) 534261, Senior Democratic Services Officer,  
dave.gorman@lancashire.gov.uk

**Brief Summary**

Appendices 'A' and 'B' set out summary reports of the Lancashire Combined Fire Authority following its meetings on 20 February 2023 and 24 April 2023. These are now presented to Full Council for information.

**Recommendation**

That the reports of the Lancashire Combined Fire Authority, as now presented, be noted.

**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		



# Appendix A

## REPORT OF THE LANCASHIRE COMBINED FIRE AUTHORITY - 20 FEBRUARY 2023

### CHAIRMAN'S WELCOME AND INTRODUCTION

On behalf of the Authority, the Chairman acknowledged the bravery and commitment of Lancashire Firefighters who were amongst those deployed to Turkey as part of the UK's International Search and Rescue Team following the recent earthquakes in Southern Turkey and neighbouring Syria. Members noted that 77 firefighters from across the UK went to Turkey (including 4 dogs) who were deployed really quickly; with 6 of the Firefighters and 2 dogs from Lancashire. The dogs had been crucial to scent live casualties and the team effected successful rescues.

The Chairman presented the Director of Corporate Services / Treasurer to the Authority, Mr Keith Mattinson with a clock in recognition of his long service, dedication and hard work. The Authority applauded Mr Mattinson and extended their best wishes to him for the future. Members had been involved in running the recruitment process last year and Mr Steven Brown would be starting in the role at the end of the month.

The Chairman welcomed Councillor Rick Scott who had replaced Councillor Tony Williams on the Authority from Blackpool Council.

### PAY POLICY STATEMENT FOR 2023/2024

In accordance with the provisions of the Localism Act 2011 a pay policy statement for 2023/24 was considered and approved. The pay policy published data on senior salaries and the structure of the workforce and demonstrated the principles of transparency. The pay policy statement set out the Authority's policies for the financial year relating to the remuneration of its chief officers; the remuneration of its lowest paid employees; and the relationship between the remuneration of its chief officers and that of other employees who were not chief officers.

### FINANCIAL STRATEGY INCLUDING REVENUE BUDGET 2023/24 - 2027/28

The Financial Strategy encompassed: the Treasury Management Strategy, Reserves and Balances Policy, the Capital Strategy and Budget and the Revenue Budget.

The Authority considered and approved a report of the Treasurer that presented a gross revenue budget requirement for 2023/24 of £68.183m. The Authority considered and approved council tax options for 2023/24 which met the requirements to deliver a balanced budget and maintain an adequate level of reserves and determined a £5.00 increase (6.4%, 10 pence per week) resulting in a council tax of £82.27 for a Band D property.

DAVID O'TOOLE  
Chairman

LFRS  
Fulwood





# Appendix B

## REPORT OF THE LANCASHIRE COMBINED FIRE AUTHORITY - 24 APRIL 2023

### Chairman's Welcome And Introduction

The Chairman welcomed Mr Steven Brown as the new Director of Corporate Services and Treasurer to the Authority.

### UKs International Search and Rescue Team - Deployment To Turkey

Group Manager Mark Warwick and Crew Manager Lindsay Sielski attended to provide a presentation to Members on the UKs International Search and Rescue Team (ISAR) deployment to Southern Turkey which had been discussed at the last meeting.

Lancashire Fire and Rescue Service (LFRS) had been a member of UK International Search and Rescue (ISAR) for a number of years and had been deployed to many countries to provide humanitarian support to unexpected disasters. This incident was a quick, same day deployment to Turkey following a huge earthquake on the morning of 6 February 2023. The team consisted of 77 firefighters from across the UK, 4 dogs, structural engineers and medical teams. There were around 6,000 ISAR personnel attending from across the world to help, working alongside local people who provided intelligence and aid. LFRS had 6 firefighters who were part of the UK ISAR team. These volunteers were vaccinated, had undergone rigorous and ongoing training (on processes and equipment) to gain specialist knowledge and skills to operate in hazardous conditions and were available to respond at short notice on behalf of the Government Foreign Commonwealth and Development Office.

On arrival the team set up base, electronic communications were down and moving around the collapsed buildings and rubble was a challenge. In addition, Turkey continued to be hit by thousands of after-shocks with risk assessments needing to be fluid. Senses were overwhelmed by dust and people in disarray. The dogs were a great asset and did not let the team down. They were able to cover large areas of ground which reduced the risk to firefighters, and they were able to find signs of life to provide those searching with information to assist with digging locations.

The Authority applauded the efforts of the highly motivated and dedicated ISAR teams.

### Operational Incidents of Interest

Members noted the increased likelihood of lithium-ion power sources finding their way into waste recycling plants which thereby increased fire risk. This issue was a challenge for the industry given lithium-ion batteries emitted toxic gasses, were unstable when damaged and could auto-ignite. Battery packs used in electric vehicles were large however, incidents were often from smaller batteries such as used in e-cigarettes, e-scooters and many other household devices. Many waste sites screened waste to identify the presence of power sources and sift them out, however, the prevalence from a myriad of appliances which used them, resulted in some finding their way into the system. This was a national issue which required end-to-end analysis to improve processes together with support from the Fire Sector and Environmental Agency to reduce fire risk.

**DAVID O'TOOLE**  
Chairman

**LFRS**  
**Fulwood**



## To consider Notices of Motion submitted under Standing Order B36

### 1. By County Councillor Ali:

This Council has lost confidence in the Cabinet Member for Education and Skills and asks the Leader of the Council to replace her immediately.

### 2. By County Councillor Mein:

This council notes:

Local government has endured central government funding cuts of more than 50% since 2010. Between 2010 and 2020, councils lost 60p out of every £1 they have received from central government. Councils across England are now facing a collective funding gap of £2.4bn for the financial year 2023/24 and a cumulative funding gap of £4.08bn for 2024/25 according to UNISON research.

Lancashire County Council led the way in efforts against the Covid-19 pandemic, providing a huge range of services and support for our communities. Local government in Lancashire has shown more than ever how indispensable it is. But Covid has led to a massive increase in expenditure and loss of income, and as we emerge from the pandemic, local authorities and schools need far more support from Westminster. Recent funding announcements from the Government relating to schools did nothing to help.

Council and school workers kept our communities safe through the pandemic, often putting themselves at considerable risk as they work to protect public health, ensure our children continue to be educated, and look after older and vulnerable people.

Since 2010, the local Lancashire government workforce has endured years of pay restraint with the majority of pay points losing at least 25 per cent of their value since 2009/10. Staff are now facing the worst cost of living crisis in a generation, with inflation hitting 10% and many having to make impossible choices between food, heating and other essentials. This is a terrible situation for anyone to find themselves in.

At the same time, workers have experienced ever-increasing workloads and persistent job insecurity. Across the UK, 900,000 jobs have been lost in local government since June 2010 – a reduction of more than 30 per cent. Local government has arguably been hit by more severe job losses than any other part of the public sector.

There has been a disproportionate impact on women, with women making up more than three-quarters of the local government workforce.

Recent research shows that if the Government were to fully fund the unions' 2023 pay claim, around half of the money would be recouped thanks to increased tax revenue, reduced expenditure on benefits and tax credits, and increased consumer spending in the local economy.

This council believes:

Our Lancashire workers are public service super-heroes. They keep our communities clean and safe, look after those in need and keep our towns, cities and villages running.

Without the professionalism and dedication of our staff, the council services our residents rely on would not be deliverable.

Lancashire County Council workers deserve a proper real-terms pay increase. The Government needs to take responsibility and fully fund this increase; it should not put the burden on local authorities whose funding has been cut to the bone and who were not offered adequate support through the Covid-19 pandemic.

This council resolves to:

- (i) Support the pay claim submitted by UNISON, GMB and Unite on behalf of council and school workers, for an increase of RPI + 2%.
- (ii) Call on the Local Government Association to make urgent representations to central government to fund the NJC pay claim.
- (iii) Write to the Chancellor and Secretary of State to call for a pay increase for local government workers to be funded with new money from central government.
- (iv) Meet with local NJC union representatives to convey support for the pay claim and consider practical ways in which Lancashire County Council can support the campaign.
- (v) Encourage all local government workers across Lancashire to join a union.

### **3. By County Councillor Clifford:**

The Council resolves:

- (i) To set the ambitious goal of Lancashire County Council itself as an authority becoming Carbon Net Zero by 2030.
- (ii) To join the UK 100 network of local leaders who have pledged to lead a rapid transition to Net Zero with Clean Air in their communities ahead of the government's legal target.

### **4. By County Councillor Gibson:**

The Chancellor announced 12 new investment zones in the recent Budget. Not one of these investment zones was situated in Lancashire.

This Council notes:

- (i) There are parts of Lancashire, particularly the East of the County, that are crying out for such a zone, and yet not one area of Lancashire was chosen.
- (ii) That this Government is either serious about levelling up or it isn't and maybe if less time was spent on fighting ex-footballers and more time was spent on the issues that matter the UK might actually be moving in the right direction.

This Council resolves to:

- (i) Write to the Chancellor to tell us what options he considered in Lancashire.
- (ii) Ask the Chancellor to review the situation and look at the case for an investment zone in the East of the County.

