

Full Council

Thursday, 17 July, 2014, at 1.30 pm or at the conclusion of Question Time, whichever is the later, in the Council Chamber - County Hall.

Agenda

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Part I (open to press and public)

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

A. Matters for Decision

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4. **Report of the Cabinet (Part A)** (Pages 15 - 44)

B. Matters for Information

5. **Report of the Cabinet (Part B)** (Pages 45 - 50)
6. **Report of the Member / Officer Working Group on Political Governance Structures** (Pages 51 - 58)
7. **Report of Urgent Key Decisions** (Pages 59 - 60)
8. **Report of County Council Committees**

To receive reports from:

- (a) **The Overview and Scrutiny Committees** (Pages 61 - 68)
- (b) **Audit and Governance Committee** (Pages 69 - 72)

(c) **Pension Fund Committee** (Pages 73 - 80)

9. **Report of the Combined Fire Authority** (Pages 81 - 84)

C Notices of Motion

To consider any Notices of Motion submitted under Standing Order No. 14.2.1.

Exclusion of Press and Public

10. **Exclusion of Press and Public**

The Committee is asked to consider whether, under Section 100A(4) of the Local Government Act, 1972, it considers that the public should be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part 1 of Schedule 12A to the Local Government Act, 1972, as indicated against the heading to the item.

Part II (Not open to Press and Public)

11. **Report of the Cabinet (Part A)** (Pages 87 - 120)

Not for Publication – Exempt information as defined in Paragraph 5 of Part 1 of Schedule 12A to the Local Government Act 1972.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 interest in disclosing the information.

Jo Turton
Chief Executive

County Hall
Preston

15 July 2014

Agenda Item 3

Minutes

At a meeting of the Full Council held at Council Chamber, County Hall, Preston, on Thursday, 15 May, 2014

Present:

County Councillor Kevin Ellard (Chairman)

County Councillors

T Aldridge	J Fillis	J Oakes
A Ali	J Gibson	M Otter
T Ashton	G Gooch	M Parkinson
A Atkinson	M Green	N Penney
A Barnes	J Hanson	S Perkins
M Barron	Dr M Hassan	M Perks
L Beavers	P Hayhurst	C Pritchard
D Borrow	C Henig	S Prynne
M Brindle	N Hennessy	A Schofield
P Britcliffe	S Holgate	K Sedgewick
I Brown	D Howarth	S Serridge
T Brown	K Iddon	J Shedwick
P Buckley	M Iqbal	R Shewan
T Burns	A James	D T Smith
Mrs S Charles	M Johnstone	K Snape
A Cheetham	A Jones	D Stansfield
A Clempson	A Kay	V Taylor
D Clifford	J Lawrenson	M Tomlinson
Mrs F Craig-Wilson	D Lord	C Wakeford
C Crompton	T Martin	D Watts
M Dad	J Mein	D Westley
B Dawson	G Molineux	D Whipp
F De Molfetta	Y Motala	G Wilkins
C Dereli	B Murray	B Winlow
M Devaney	R Newman-Thompson	B Yates
G Dowding	D O'Toole	
G Driver	Mrs L Oades	

1. Apologies and Announcements

Apologies for absence had been received from County Councillors Ken Brown, Paul Rigby, Jeff Sumner and Paul White.

Announcements

Deaths

The Chairman reported the following sad deaths:

Former County Councillor John West died on 27 April, and
Former County Councillor Keith Roach died on 14 May.

A number of members spoke in their memory and the council stood in silent tribute.

Awards

Local Government Chronicle Award

The Chairman announced that the County Council had recently won the LGC Award for Innovation in Commissioning.

Representatives from the winning team attended full council to acknowledge the council's congratulations:

- Angela Esslinger, Strategic Customer Quality Manager
- Shalini Norris, Quality Manager.

Fair Train Gold Quality Standard Award

The County Council had been awarded the Fair Train Gold Quality Standard Award for exemplar performance in employment practices.

Representatives from the winning team attended full council to acknowledge the council's congratulations:

- Pam Goulding, Head of L&D service,
- Anne Marie Morgan, Business Manager Employment and Support team
- Hannah Kynaston, Employment and Support assistant - who is on the WorkStart programme

2. Disclosure of Pecuniary and Non-Pecuniary Interests

The Full Council was notified that Members had been invited to make declarations of Pecuniary and Non-Pecuniary interests in matters on the agenda in accordance with the County Council's Code of Conduct for Members:

No declarations were made.

3. Election of Chairman

(County Councillor Mike Devaney, the retiring Chairman of the County Council presided for this item)

It was moved by County Councillor Niki Penney and seconded by County Councillor Jennifer Mein that County Councillor Kevin Ellard be elected Chairman of the County Council.

There being no other nominations, it was:

Resolved: That County Councillor Kevin Ellard be elected Chairman of the County Council until the Annual Meeting of the Full Council in 2015.

County Councillor Ellard then took the Chair and made his Declaration of Acceptance of Office.

The Chairman paid tribute on behalf of Members to the valuable service tendered by the retiring Chairman, County Councillor Mike Devaney.

4. Appointment of Vice Chairman

It was moved by County Councillor Bill Winlow and seconded by County Councillor Dorothy Lord that County Councillor Margaret Brindle be appointed Vice-Chairman of the County Council.

There being no other nominations, it was:

Resolved: That County Councillor Margaret Brindle be appointed Vice-Chairman of the County Council until the Annual Meeting of the Full Council in 2015.

County Councillor Brindle then took her place and made her Declaration of Acceptance of Office.

5. Confirmation of Minutes from meetings held on 20 and 27 February 2014

Resolved: That the Minutes of the meetings of the County Council held on the 20 February and 27 February 2014 be confirmed and signed by the Chair.

6. Police and Crime Panel for Lancashire - Appointment of County Council Representative for 2014/15

The Full Council was asked to approve the appointment of one member to serve on the Police and Crime Panel for Lancashire until the Annual Meeting of the Full

Council in 2015.

Resolved: That the Lancashire County Council representative on the Police and Crime Panel would be County Councillor Jennifer Mein until the Annual Meeting of the County Council in 2015.

7. Membership of Committees and Related Appointments for 2014/15

The Full Council was asked to:

- i. determine the constitution and membership of Committees for 2014/15, as set out at a) in the report now presented; and.
- ii. Consider the appointment of the Chairs and Deputy Chairs of Committees for 2014/15, as set out at b) in the report now presented.

The Leader moved the report and proposed the names of Chairs and Deputies to be appointed, as set out below, which were seconded by County Councillor Darren Clifford.

Resolved: That:

- i. the appointment of Members to Committees for 2014/15 in the proportional balances set out in the report now presented be approved, on the basis of nominations being made by the respective Political Groups in writing to the County Secretary and Solicitor;
- ii. the appointments of Chairs and Deputy Chairs of Committees for 2012/13, as now reported and set out below, be approved.

Committee	Chair	Deputy
Urgency Committee	J Mein	D Borrow
Overview and Scrutiny		
Scrutiny Committee	B Winlow	A Barnes
Health Scrutiny	S Holgate	M Iqbal
Education Scrutiny	C Dereli	S Charles
Other Committees		
Developmental Control	M Dad	R Newman-Thompson
Regulatory	J Oakes	K Snape
Commons and Town Greens Sub-Committee	J Oakes	K Snape
Audit & Governance	C Pritchard	T Brown
Pension Fund	T Burns	M Parkinson
- Administration Sub-Committee	M Parkinson	T Burns

Committee	Chair	Deputy
Corporate Complaints	M Iqbal	T Brown
Student Support Appeals	S Prynne	C Dereli
Employment Committee	J Mein	D Borrow
Conduct Committee	J Mein	D Borrow

8. Combined Fire Authority - Appointment of County Council Representatives for 2014/15

The Full Council was asked to approve the appointment of 19 Members to serve on the Lancashire Combined Fire Authority until the Annual Meeting of the Full Council in 2015 on the basis of 9 Labour Members; 8 Conservative Members; 1 Liberal Democrat Member and 1 Independent Member.

Resolved: That the following Members be appointed to serve on the Lancashire Combined Fire Authority (CFA) until the Annual Meeting of the Full Council in 2015.

Labour	Conservative	Liberal Democrat	Independent
T Aldridge	P Britcliffe	J Sumner	E Oades
A Barnes	K Brown		
T Burns	G Gooch		
C Crompton	M Green		
F De Molfetta	D O'Toole		
S Holgate	M Perks		
R Newman-Thompson	J Shedwick		
M Parkinson	D Stansfield		
D Watts			

9. Appointments to Local Government Association General Assembly; Special Interest Group on Coastal Issues; County Councils' Network for 2014/15

The Full Council was asked to approve the appointment of representatives to serve on the Local Government Association (LGA) General Assembly for 2014/15 and to attend the Annual General Meeting of the General Assembly on 8 July 2014. The Full Council was also asked to appoint a representative to serve on the LGA Special Interest Group on Coastal Issues for 2014/15.

Resolved: That,

- i. County Councillors Jennifer Mein, David Borrow, Azhar Ali and Geoff Driver be appointed to serve as the County Council's representatives on the Local Government Association (LGA) General Assembly for 2014/15;

- ii. The representatives approved at (i) above (or nominated substitutes) together with County Councillor Bill Winlow from the Liberal Democrat Group, acting in an observer capacity, be authorised to attend the 2014 Annual Meeting of the LGA General Assembly to be held in Bournemouth on 8 July, and that County Councillor Mein carry the County Council's 12 corporate votes;
- iii. County Councillor Janice Hanson be appointed to serve of the Special Interest Group on Coastal Issues for 2014/15.
- iv. County Councillors Jennifer Mein, David Borrow, Azhar Ali and Geoff Driver be appointed to the County Councils' Network.

10. Report of the Cabinet (Part B)

The Leader of the Council moved Part B of the report of the Cabinet from its meetings on 6 March and 3 April 2014.

Resolved: That Part B of the report of the Cabinet from its meetings on the 6 March and 3 April 2014 be noted

11. Report of Urgent Key Decisions

Resolved: That the report of Urgent Key Decisions taken by the Cabinet Member for Children, Young People and Schools, the Cabinet Member for Health and Wellbeing, and the Cabinet Member for Adult and Community Services during the preceding three months, as now presented, be noted.

12. Amendments to the Scheme of Delegation to Chief Officers

The report set out various amendments that had been made to the Scheme of Delegation to Chief Officers.

Resolved: That the amendments to the Scheme of Delegation to Chief Officers, as now reported, be noted.

13. The Overview and Scrutiny Committees

County Councillor Bill Winlow presented the reports of the Overview and Scrutiny Committees as follows:

- Scrutiny Committee - 7 March and 4 April 2014
- Health Scrutiny Committee - 4 March and 22 April 2014
- Education Scrutiny Committee -11 March 2014

Resolved: That the reports of the Overview and Scrutiny Committees, as now presented, be received.

14. Audit and Governance Committee

County Councillor Clare Pritchard presented the report of the Audit and Governance Committee from its meeting on the 31 March 2014.

Resolved: That the report of the Audit and Governance Committee, as now presented, be received.

15. Pension Fund Committee

County Councillor Terry Burns presented the report of the Pension Fund Committee from its meeting on the 27 March 2014.

Resolved: That the report of the Pension Fund Committee, as now presented, be received.

16. Urgency Committee

The Leader presented the report of the Urgency Committee from its meeting on 29 April 2014. The report also referred to action taken on behalf of the Urgency Committee to correct a minor error in relation to the Members' Allowance Scheme 2014/15.

Resolved: That the report of the Urgency Committee, as now presented, be received.

17. Report of the Combined Fire Authority

County Councillor Frank De Molfetta presented the report of the Lancashire Combined Fire Authority from its meeting on the 28 April 2014.

Resolved: That the report of the Lancashire Combined Fire Authority, as now presented, be received.

Part C - Notices of Motion

The following **Notices of Motion** had been submitted under Procedural Standing Order 14.2.1(a).

1. It was moved by County Councillor Gina Dowding and seconded by County Councillor David Borrow that:

"Lancashire County Council believes that Britain should join the 11 European countries that have pledged to introduce a Financial Transaction Tax (FTT) on all financial exchanges, including shares, bonds and derivatives, in the process targeting those who precipitated the financial crisis and going some way to paying off the national debt.

This should be part of a wider programme that proceeds with the urgent reform of the banks, which must include separating the high-street and investment arms of banking , a crackdown on high-earners' and corporate tax avoidance, and proper regulation of the markets.

Further, the revenue raised should be used, among other things, to reduce cuts in funding to the public sector.

Lancashire Council resolves to ask to write to the Chancellor of the Exchequer and the Secretary of State for Communities and Local Government to adopt the Financial Transaction Tax."

On being put to the vote the motion was carried and it was:

Resolved: That,

Lancashire County Council believes that Britain should join the 11 European countries that have pledged to introduce a Financial Transaction Tax (FTT) on all financial exchanges, including shares, bonds and derivatives, in the process targeting those who precipitated the financial crisis and going some way to paying off the national debt.

This should be part of a wider programme that proceeds with the urgent reform of the banks, which must include separating the high-street and investment arms of banking , a crackdown on high-earners' and corporate tax avoidance, and proper regulation of the markets.

Further, the revenue raised should be used, among other things, to reduce cuts in funding to the public sector.

Lancashire Council resolves to ask to write to the Chancellor of the Exchequer and the Secretary of State for Communities and Local Government to adopt the Financial Transaction Tax."

2. It was moved by County Councillor David Borrow and seconded by County Councillor Jennifer Mein that:

"Council believes that minimising barriers to access for elected office in local government is an important principle of a healthy functioning democracy. It agrees with Sir Merrick Cockell when he says that "fair remuneration is important so that people from all walks of life can afford to stand for office. Otherwise, we

risk local government becoming the exclusive preserve of a privileged few who have [...] time and money to spare.”

To this end it supports the position of the cross-party Local Government Association and the County Council’s Network in calling on Government to reconsider the withdrawal of access for Councillors to the Local Government pensions scheme.

Council requests that the Chief Executive writes to the Secretary of State for Communities and Local Government to ask the Government to reconsider its decision; which it believes will impact negatively on fairness of access to local elected office.”

County Councillor Geoff Driver moved the following amendment which was seconded by County Councillor Bill Winlow.

To add the following words at the end of the second paragraph:
"....and the proposal to deduct tax and national insurance contributions from members' travelling expenses."

County Councillor Borrow accepted the amendment.

On being put to the vote the amended motion was carried and it was:

Resolved: That,

Council believes that minimising barriers to access for elected office in local government is an important principle of a healthy functioning democracy. It agrees with Sir Merrick Cockell when he says that “fair remuneration is important so that people from all walks of life can afford to stand for office. Otherwise, we risk local government becoming the exclusive preserve of a privileged few who have [...] time and money to spare.”

To this end it supports the position of the cross-party Local Government Association and the County Council’s Network in calling on Government to reconsider the withdrawal of access for Councillors to the Local Government pensions scheme and the proposal to deduct tax and national insurance contributions from members' travelling expenses.

Council requests that the Chief Executive writes to the Secretary of State for Communities and Local Government to ask the Government to reconsider its decision; which it believes will impact negatively on fairness of access to local elected office.

3. It was moved by County Councillor John Fillis and seconded by County Councillor Janice Hanson that:

"Since work has started on the Heysham / M6 link road, there have been a number of incidents of vandalism to vehicles and the construction site.

This vandalism includes:

- cutting hydraulic hoses on excavators and dumper trucks
- sand placed in fuel tanks
- letting down tyres
- damage to temporary jetty on the river Lune

The vandalism appears to be orchestrated and the damage to machinery is putting construction workers at serious risk of injury.

This council condemns this vandalism and the threat to workers safety and condemns those responsible for it."

Six County Councilors requested a recorded vote in accordance with procedural Standing Order 15.2 (9.4).

The names of county councillors who voted for or against the Amendment and those who abstained are set out below:

For (78)

T Aldridge	J Fillis	J Oakes
T Ashton	J Gibson	D O'Toole
A Atkinson	G Gooch	M Otter
A Barnes	M Green	M Parkinson
M Barron	J Hanson	N Penney
L Beavers	M Hassan	S Perkins
D Borrow	P Hayhurst	M Perks
M Brindle	C Henig	C Pritchard
T Brown	N Hennessy	S Prynne
I Brown	S Holgate	A Schofield
P Buckley	D Howarth	K Sedgewick
T Burns	K Iddon	S Serridge
S Charles	M Iqbal	J Shedwick
A Cheetham	A James	R Shewan
A Clempson	M Johnstone	D Smith
D Clifford	T Jones	K Snape
F Craig-Wilson	A Kay	D Stansfield
C Crompton	J Lawrenson	V Taylor
M Dad	D Lord	M Tomlinson
B Dawson	T Martin	C Wakeford
F De Molfetta	J Mein	D Watts
C Dereli	G Molineux	D Westley
M Devaney	Y Motala	D Whipp
G Dowding	B Murray	G Wilkins
G Driver	R Newman-Thompson	B Winlow
K Ellard	E Oades	B Yates

Against – 0

Abstain - 0

The motion was therefore carried and it was:

Resolved: That,

Since work has started on the Heysham / M6 link road, there have been a number of incidents of vandalism to vehicles and the construction site.

This vandalism includes:

- cutting hydraulic hoses on excavators and dumper trucks
- sand placed in fuel tanks
- letting down tyres
- damage to temporary jetty on the river Lune

The vandalism appears to be orchestrated and the damage to machinery is putting construction workers at serious risk of injury.

This council condemns this vandalism and the threat to workers safety and condemns those responsible for it.

4. It was moved by County Councillor John Fillis and seconded by County Councillor Lorraine Beavers that:

"Lancashire County Council requests that the Cabinet Member for Highways and Transport writes to the Minister for Transport asking that legislation be introduced that would:

- prevent PSV operators from using aged tyres regardless of their outward condition.
- formalise the current research and guidance that advises tyres more than 6 years old should not be fitted and should be removed and replaced regardless of condition when 10 years old.
- make it illegal to operate coaches with such tyres fitted."

On being put to the vote the motion was carried and it was:

Resolved: That,

Lancashire County Council requests that the Cabinet Member for Highways and Transport writes to the Minister for Transport asking that legislation be introduced that would:

- prevent PSV operators from using aged tyres regardless of their outward condition.

- formalise the current research and guidance that advises tyres more than 6 years old should not be fitted and should be removed and replaced regardless of condition when 10 years old.
- make it illegal to operate coaches with such tyres fitted."

5. It was moved by County Councillor Gina Dowding and seconded by County Councillor Bill Winlow that:

"'Austerity' cuts and the reduction in Government funding for local authorities will continue to impact services provided by Lancashire County Council over the next three years. However, task group reports produced for Overview and Scrutiny such as the July 2012 report 'Towards and Stronger Sense of Place' and the more recent report on 'Local Growth and Business Support' have highlighted the important contribution made by Lancashire's visitor economy, cultural offer and the arts to the overall economy.

In light of this Lancashire County Council agrees to:

- Nominate an elected member to be Champion of the Visitor Economy, Culture and the Arts;

That this elected member will

- Highlight the value of this important sector to Lancashire's economy;
- Champion arts and cultural organisations for the contribution they make to the quality of life for all of Lancashire's citizens
- Help to raise the profile of Lancashire's visitor economy arts and cultural offer outside of Lancashire and to funding organisations
- Endeavour to argue for a fairer share of national arts funding for the County."

County Councillor Marcus Johnstone moved the following amendment, which was seconded by County Councillor Niki Penney:

Delete the words

"agrees to:

Nominate an elected member to be Champion of the Visitor Economy, Culture and the Arts

That this elected member will"

And replace them with

"notes that there are a number of key elected member roles closely linked to the visitor economy and culture, namely:

- CC Johnstone, Cabinet Member with named responsibility for Cultural Services
- CC Gibson , Lead member for Libraries and Cultural Services

- CC Penney, Vice Chair of Marketing Lancashire, Chair of Lancashire County Developments Limited, Vice Chair of Creative Lancashire, Director of the Dukes Theatre
- CC Lawrenson, as Chair of the Lancashire Visitor Economy Forum, which meets quarterly and draws together the cabinet leads for all the district and unitary councils

And that these elected members"

County Councillor Dowding accepted the amendment.

On being put to the vote the amended motion was carried and it was:

Resolved: That,

'Austerity' cuts and the reduction in Government funding for local authorities will continue to impact services provided by Lancashire County Council over the next three years. However, task group reports produced for Overview and Scrutiny such as the July 2012 report 'Towards and Stronger Sense of Place' and the more recent report on 'Local Growth and Business Support' have highlighted the important contribution made by Lancashire's visitor economy, cultural offer and the arts to the overall economy.

In light of this Lancashire County Council notes that there are a number of key elected member roles closely linked to the visitor economy and culture, namely:

- CC Johnstone, Cabinet Member with named responsibility for Cultural Services
- CC Gibson , Lead member for Libraries and Cultural Services
- CC Penney, Vice Chair of Marketing Lancashire, Chair of Lancashire County Developments Limited, Vice Chair of Creative Lancashire, Director of the Dukes Theatre
- CC Lawrenson, as Chair of the Lancashire Visitor Economy Forum, which meets quarterly and draws together the cabinet leads for all the district and unitary councils

And that these elected members

- Highlight the value of this important sector to Lancashire's economy;
- Champion arts and cultural organisations for the contribution they make to the quality of life for all of Lancashire's citizens
- Help to raise the profile of Lancashire's visitor economy arts and cultural offer outside of Lancashire and to funding organisations
- Endeavour to argue for a fairer share of national arts funding for the County.

Jo Turton
Chief Executive

County Hall
Preston

Agenda Item 4

Meeting of the Full Council Meeting to be held on 17 July 2014

Report submitted by: The Chief Executive

Part A

Electoral Division affected:
'None'

Report of the Cabinet (Annex 1 refers)

Contact for further information:
Dave Gorman, (01772) 534261, Office of the Chief Executive,
dave.gorman@lancashire.gov.uk

Executive Summary

This report relates to a matter which will be considered by Cabinet on 15 July 2014

Recommendation

Subject to approval of the recommendations by Cabinet on 15 July, the Full Council is asked to consider the recommendations of Cabinet as set out in the report attached at Annex 1.

Background and Advice

The report to be considered by Cabinet on 15 July 2014 is attached at Annex 1.
The Cabinet minutes will be available via the following link:

<http://council.lancashire.gov.uk/ieListDocuments.aspx?CId=122&MId=1904&Ver=4>

Lancashire Youth Justice Service Continuous Improvement Plan 2014/15

Cabinet will be asked to recommend the Lancashire Youth Justice Service Continuous Improvement Plan for 2014/15 to Full Council for approval in accordance with the County Council's Constitution.

List of Background Papers

Paper	Date	Contact/Directorate/Tel
Agenda and Minutes of the Cabinet	15 July 2014	Dave Gorman/Office of the Chief Executive/ (01772) 534261
Reason for inclusion in Part II, if appropriate		
N/A		

Cabinet - 15 July 2014**Report of the Interim Executive Director for Children and Young People**

Electoral Division affected: All

Lancashire Youth Justice Service Continuous Improvement Plan 2014/15
(Appendix 'A' refers)

Contact for further information:

Stasia Osiowy, (01772) 532075, Directorate for Children and Young People,
stasia.osiowy@lancashire.gov.uk

Executive Summary

The Lancashire Youth Justice Service Continuous Improvement Plan for 2014/15 has been considered by the Cabinet Member for Children, Young People and Schools, together with the Lancashire's Youth Justice Management Board which includes Chief Officers from all the financial partners and other key stakeholders, and is chaired by the Interim Executive Director for Children and Young People.

Recommendation

Cabinet is asked to recommend the Lancashire Youth Justice Service Continuous Improvement Plan for 2014/15, as set out at Appendix 'A', to Full Council for approval in accordance with the County Council's Constitution.

Background and Advice

Lancashire's Youth Justice Service Continuous Improvement Plan has been produced in accordance with the Youth Justice Board guidance and is set out at Appendix 'A'. The plan includes commentary on performance, the challenges ahead and service priorities. The service plan for 2014/15 provides detail on how the key strategic priorities for Lancashire's Youth Offending Team will be delivered, which include: Reducing First Time Entrants into the Youth Justice System, Reducing Re-offending and Reducing the Use of Custody.

Consultations

The Youth Justice Service Continuous Improvement Plan for 2014/15 has been developed with the workforce with the Youth Offending Team and with partners. The plan was shared and approved by Lancashire's Youth Justice Management Board in March 2014.

Implications:

The plan sets out its priorities and actions to deliver the priorities by the Youth Offending Team (YOT) in 2014/15 and identifies where applicable in the plan the areas of potential risk with the actions required to minimise these risks.

Risk management

The risk management plan will be reviewed on a quarterly basis during 2014/15. Senior Managers and the Youth Justice Management Board are responsible for managing the risks identified. The key risks for 2014/15 are as follows:

Financial

The annual budget continues to be monitored through Lancashire's Youth Justice Management Board. Whilst there are no significant financial reductions from partners this year, it is anticipated that further reductions will be made in 2015/16. The Youth Justice Management Board will continue to monitor and address this throughout the year as part of its core business in order to plan for any future reductions and in readiness for the changes to service delivery within Lancashire County Council by April 2016.

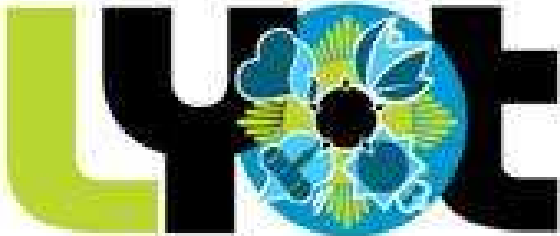
This year also sees the transfer of the full cost from the Probation Service to the Local Authority for Community Punishment for under 18 year olds. Work is currently underway to ensure that the YOT is ready for this change in line with the service specification. The YOT is yet to receive confirmation of the amount of funding it will receive to deliver this provision. This year will also see Lancashire Youth Offending Team prepare for the transition of Junior Attendance Centres from the Ministry of Justice to the Local Authority which is due to take effect from 1 April 2015 and received Parliamentary approval in October 2013. The Youth Offending Team with the Youth Justice Management Board and other stakeholders will review the current usage of Attendance Centres and consider options for future use to maximise the resource for young people and communities from next year.

List of Background Papers

Paper	Date	Contact/Directorate/Tel
Report to the Cabinet Member for Children, Young People and Schools – 'Lancashire Youth Justice Service Continuous Improvement Plan 2014/15'	5 June 2014	Joanne Mills, Office of the Chief Executive, (01772) 534284

Reason for inclusion in Part II, if appropriate

N/A



Lancashire Youth Offending Team
Service Continuous Improvement Plan 2014/15
Children and Young People Directorate

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Glossary

APIS	Assessment, Planning, Intervention and Supervision	LYJMB	Lancashire Youth Justice Management Board
ASB	Anti Social Behaviour	MAPPA	Multi Agency Public Protection Arrangements
ASSET	YJB Assessment tool	NI	National Indicators
CAF	Common Assessment Framework	NS	National Standards
CAMHS	Child and Adolescent Mental Health Service	PCC	Police and Crime Commissioner
CJS	Criminal Justice System	QA	Quality Assurance
CLA	Children Looked After	RJ	Restorative Justice
CSC	Children's Social Care	ROSH	Risk of Serious Harm
CYP	Children and Young People	SAVRY	The Structured Assessment of Violence in Youth
ETE	Education, Training or Employment	SCR	Serious Case Review
HIST	Health Information Sharing Tool	SLA	Service Level Agreement
HMIP	Her Majesty's Inspectorate of Probation	WTWF	Working Together with Families
IOM	Integrated Offender Management	YJB	Youth Justice Board
IRS	Integrated Resettlement Service	YJMB	Youth Justice Management Board
KEEPs	Key Elements of Effective Practice	YJILS	Youth Justice Interactive Learning Space
LA	Local Authority	YOT	Youth Offending Team
LCC	Lancashire County Council	YRO	Youth Referral Order
LCJB	Lancashire Criminal Justice Board		
LYOT	Lancashire Youth Offending Team		
LSCB	Lancashire Safeguarding Children Board		

Key to Lead Initials

Name	Title
Stasia Osiowy (SO)	Head of Youth Justice, Fostering and Adoption Services
Lisa Gregoire-Parker (LGP)	Youth Justice Senior Manager
Carolyn Oxtoby (CO)	Youth Justice Senior Manager
Julie Cummins (JC)	Service Manager
Shirley Johnson (SJ)	Service Manager
Allan Miller (AM)	Service Manager
Sarah Callon (SC)	County Practice Manager
Mukhtar Master (MM)	Performance and Information Manager
Sharon Birkbeck (SB)	Business Support Manager
Teresa Fox (TF)	Practice Manager
Hayley Dickson (HD)	Volunteer Co-ordinator
Senior Management Team (SMT)	LYOT Senior Management Team
Service Managers (SMs)	LYOT Service Managers
Practice Managers (PMs)	LYOT Practice Managers

Introduction

Lancashire is the third largest Youth Offending Team (YOT) in the country and is part of Lancashire County Council's Children and Young People Directorate. Its primary function, overseen through the Governance arrangements of Lancashire's Youth Justice Management Board, is to:

- Prevent offending
- Reduce re-offending and harm
- Reduce the number of young people entering custody
- Increase victim and public confidence

The YOT employs in the region of 112 whole time equivalent staff, of which a proportion is seconded from partner organisations including the Police, Probation and Health Services. The YOT also has a strong volunteer workforce which contributes in the main to work that the service undertakes with young people subject to Reparation and Referral Orders. The YOT also commissions, directly or through partnership, a range of other service provision including appropriate adult, triage and enhanced bail arrangements. The YOT's priorities are supported through the Children and Young People's Trust arrangements and Lancashire's Criminal Justice Board. The YOT supports the priorities of the Community Safety Partnership and the Police and Crime Plan.

The YOT works with children and young people deemed to be at risk of offending and/or anti-social behaviour, with the specific purpose of stopping their progression into the youth justice system. The majority of the service's work involves the assessment, risk management and supervision of young people involved in criminal behaviour.

Lancashire YOT has robust governance arrangements through its Management Board, currently chaired by the Interim Executive Director of Children's Services. The Management Board meets on a quarterly basis and representatives include our statutory partners, the Office of the Police and Crime Commissioner, the Head of Children's Social care, Director of Public Health Improvement and senior representatives from the Courts and other services within the Directorate of the Local Authority. The YJMB reviewed its membership and function during 2013 and retains its focus on the quality of performance and delivery.

The Head of Service is a member of the Directorate's Extended Leadership Team and therefore Youth Justice is an integral part of wider developments in improving service delivery and outcomes for children and families. Service Management meetings are currently held on three week basis with both senior and service managers in attendance. The introduction of these meetings during 2013 enabled the management team to focus on the key priorities, support the level of change across the organisation and continue to implement service delivery alongside a whole change programme.

The key priorities for 2014/15 have been informed by the outcome and recommendations of the YJB Self-Assessment that was completed in 2013. In addition to the priorities as set out in the Children and Young People's Plan, the HIMP Criminal Justice Inspection Plan and the YJB Corporate and Business Plan. The key priorities are as follows:

- Safeguarding
- Performance and quality management
- Reducing re-offending
- First time entrants and alignment with the wider (Lancashire County Council and Lancashire Constabulary) Early Support strategy/developments
- Victims and restorative justice
- Resource management and value for money
- Effective preparation for the implementation of AssetPlus.

The YOT is fully committed to supporting the engagement of children, families, staff and its volunteers. Staff are encouraged to share ideas and are offered opportunities for learning. Staff ensure their behaviour is a positive influence to others within the service, our partners and the children and young people we work with on a day to day basis.

The YOT provides a fair and equitable service through its commitment to workforce planning. The YOT is a learning organisation which bases its culture on a foundation of valuing difference, supporting change and promoting an open & honest approach.

Challenges

As with the previous years, managing the fiscal challenge remains a priority for the YOT and partners throughout 2014/15. The YOT will see a reduction in management posts from April this year, alongside other staff within the service. The YOT has supported the reduction in staffing through the Voluntary Redundancy process in line with the offer from Lancashire County Council. In doing so, the service has taken into consideration the need at this stage to retain Social Worker posts and managers. However, the YOT alongside other children's services is part of a system re-design programme in which alternative models of delivery will be introduced in order to meet statutory requirements set against a significant reduction in budget.

To support these changes, a number of activity reviews have been undertaken which has enabled aspects of our work to be delivered differently. Further activity reviews will be undertaken as part of the system re-design programme.

The YOT continues to work with its partners and the unitary YOTs, in Lancashire, to develop where appropriate a collective approach to managing the financial challenge. One example of this is the second successful bid to the Police Crime Commissioner, to provide a Pan Lancashire Triage service to reduce the numbers of first time entrants for the part transfer of funding to the PCC.

Lancashire YOT has implemented the changes of the recent changes to legalisation; Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO). Work continues to be undertaken with the YOT and Children's Social Care in order to deliver effective and efficient services to young people who are remanded. The YOT is also working with its partners following the implementation of the Youth Cautions and Conditional Youth Cautions that have replaced Reprimands and Final Warnings.

Additional challenges will include the introduction of the management and delivery of unpaid work from June and the introduction of ASSET PLUS together with a new IT system across the directorate for Social Care. The YOT is preparing itself for these changes.

Performance Management

The YOT prioritises performance management, including quality assurance. As such, the YOT have instilled a strong performance management culture within the organisation.

The YOT continues to be in the fourth quartile for reoffending, albeit has made a small improvement in reported figure for the rate of re-offending. As such it is one of the first YOTs to be involved in the YJB's Re-offending Project which will provide an opportunity for further analysis of information. The YOT continues to perform well in reducing first time entrants and in reducing levels of custody.

In 2012/2013, the YOTs performance against the three National Youth Justice Indicators is as follow (*please note: 2013/14 data is not available at time of writing this report due to it being before the year end*)

1. First Time Entrants to the Youth Justice System - (April 2012-March 2013) – 672 young people per 100,000 of 10-17 year old population;
2. Reoffending of young people in the Youth Justice System - (January 2011 – December 2011, Cohort I) – 40.3%;
3. Use of Custody for young people – (April 2012-March 2013) - 0.44 young people per 1000 of 10-17 year old population;

During 2014/15 the YOT will continue to:

- Ensure effective local reporting for the three Youth Justice Indicators;
- Further develop the YOT Performance Management Framework;
- Implement the revised Case Management Framework in line with quality assurance and measuring impact;
- Review organisational workforce planning
- Monitor and review the flexible National Standards

Service Priorities for 2014/15

In continuing to deliver safe and effective services for children and young people which are fair and equitable, the YOT will give priority to the following:

Reduce first time entrants: Continue to develop a more robust, effective and efficient Pan-Lancashire Triage service with increased funding from the Police Crime Commissioner, and reduce the rate of first time entrants

Reducing recidivism: Continue to develop the re-offending tally and the analysis of this data. The YOT will implement the YJB Re-offending project action plan and be an active part the national Reducing Reoffending Reference Group facilitated by the YJB.

Reducing Custody: The YOT will provide robust alternative to custody packages for those at risk of receiving a custodial sentence; those assessed as being able to be managed in the community. The YOT will continue to reduce the number of young people remanded to custody working in partnership with the Enhanced Bail Support Scheme.

Supporting the needs of Children Looked After: The YOT will continue to address the needs of children looked after and work closely in partnership with Children's Social care; further developing ways to streamline functions and resources within the two services and continue to explore opportunities to work more efficiently and effectively.

Preparing the service for further changes and challenges to funding arrangements: The YOT will continue to be integral in the work of the directorate system re-design for children and families and contribute to the development and implementation of any new proposed model. The YOT's governance arrangements will enable careful planning and decision making in order to support the service to manage any further budget reductions.

The YOT will continue its commitment to seek the views of children and young people to inform service provision in Lancashire

Resourcing and Workforce Development

Business Support

The YOT continues to support the principle of recruitment and continuous development of young people. To date the service has recruited Business Administration Apprentices and Workstart/Workstart+. A review and update of all role profiles, specifically prioritising a review of all manager role profiles in line with EPR and including relevant competency standards has commenced and is on-going. A review of Central and Team Business support functions has been conducted in conjunction with workforce planning. However, in light of the financial challenges and the Council's offer regarding Voluntary Redundancy, a further review of Business Support and Performance has been very recently completed. This will be considered in due course alongside service demands.

Priorities:

- Health & Safety – A Health & Safety Audit Schedule will commence for YOT, across all teams as per procedures during 2014/15.
- Absence Management – Guidance in relation to Absence Management has been updated and distributed to Managers on behalf of the Service. Staff Absence Management continues (long and short-term monitoring) with regular quarterly reporting to the Directorate Leadership Team (DLT) on YOT's behalf. 8 week Case reviews to be delegated as appropriate by the Head of Service.
- Working Arrangements of Staff – This is under continuous review and more recently in light of current VR applications and the management of service delivery, business support resources are to be deployed in line with work requirements and priorities for the Directorate.

Workforce Development

The Workforce Development Officer post will be disestablished at the end of March 2014. The new workforce development model will be supported through Service Managers acting as champions and the County Practice Manager will liaise with the wider Children and Young Peoples Directorate, with continued supported from CMS Business Support in an administrative capacity. The aim is to further integrate workforce development with the wider Directorate and other services.

The Annual Learning and Development Plan in support of the Service Continuous Improvement Plan 2014-15 includes the following priorities:

- AssetPlus (training to support implementation of new assessment system)
- LiquidLogic (training to support implementation of new Corporate system)
- Emotional Health and Wellbeing Transformation Plan – various identified training requirements
- Restorative Justice (YJB RJ Grant conditions apply)
- Parenting ('Surviving Teenagers' Parenting Programme Facilitator training)
- Safeguarding including L2 e-learning refresher training and learning from Critical Learning Reviews and Serious Case Reviews

Workforce Planning

The YOT will continue to monitor local team's workloads and manage resources equitably across Lancashire YOT in line with strategic workforce planning requirements of all YOT partners.

Desired Outcome	Action(s)	Lead(s)	Milestones / Targets	Date Reviewed / Action Taken
To have effective staff supervision, learning and development which enhances service delivery and	To implement and monitor the revised YOT Supervision Policy	CO/SC	March 2015	
	To implement the new system to coordinate and manage Workforce Development	CO/SC	June 2014	

outcomes for young people, their families, victims and communities	<p>To coordinate local Workforce Development Plans and coordinate training via Service Management</p> <p>Supervision/PDR dip-sampling to be completed in line with Case Management Framework</p>	<p>SM</p> <p>SMT/SMs/PMs</p>	<p>To implement April 2014</p> <p>September 2014</p>	
To have effective service delivery in line with budget, YJB costed plan and resource reductions	<p>To monitor budget via the YOT savings plan</p> <p>To communicate and implement changes to YOT service delivery in line with CYP redesign</p> <p>Implement the recommendations of the activity reviews:</p> <p>To monitor changes to service delivery:</p> <ol style="list-style-type: none"> 1) East Team – alignment of Burnley & Accrington Team 2) ETE – alignment of ETE service delivery 3) Rationalise in-house court service delivery 4) Rationalise Reparation service delivery 	<p>SO</p> <p>SMT/SMs/PMs</p> <p>CO/SJ</p> <p>JC</p> <p>AM</p> <p>LGP</p>	<p>On-going</p> <p>On-going – Review September 2014</p> <p>On-going – Review September 2014</p> <p>On-going – Review September 2014</p> <p>On-going – Review September 2014</p> <p>On-going – Review September 2014</p>	

	To continue to undertake the Workforce Planning process and implement recommendations	CO/MM	On-going – Review September 2014	
	To manage request and decisions relating to Voluntary Redundancies	SO	On-going – Review June 2014	
	To monitor the potential rationalisation of courts	AM	On-going – Review December 2014	
To have effective business support, information and performance management arrangements	To implement revised business support, information and performance management functions	SMT/MM/SB	June 2014	

Reducing First Time Entrants

The YOT has reviewed its Prevention and Early Support Strategy and is continuing to develop a more integrated response to Early Support with the Local Authority and Police within Lancashire. This development, driven by reducing resources and a commitment by all the key partners to provide the right level of support at the earliest opportunity, aims to provide a more efficient and effective service for young people who commit crime with improved outcomes.

In order to support the reduction of first time entrants a Pan Lancashire Triage Service has been recently re-commissioned (new service to be launched 01.04.14) with increased funding from the Police Crime Commissioner. The Pan Lancashire recidivism rate for Triage, currently stands at 13%, which is a very encouraging, compared to other interventions which have recidivism rates ranging from 30% – 60%.

The YOT continue to develop the Working Together With Families approach and support the developments of the Safeguarding Hub, MASH.

The YOT have a clear pathway into the CAF/CON arrangements that will be implemented and monitored during 2014/15.

Desired Outcomes	Action(s)	Lead(s)	Milestones / Targets	Date Reviewed / Action Taken
To provide an effective Pan Lancashire Triage Service that diverts appropriate young people away from the youth justice system	To manage and monitor the contractual arrangements with Blackpool and Blackburn with Darwen YOTs. April 2014 to March 2016. To have performance and quality management arrangements in place to monitor impact	LGP	March 2015	
	To complete an annual report with Blackpool and Blackburn with Darwen YOTs for the Police Crime Commissioner (PCC)	LGP	March 2015	
	To promote the newly commissioned Triage Service	LGP/SC	June 2014	
	To commission a local University to evaluate Triage service provision via PCC funding	LGP	September 2014	
To provide an effective Appropriate Adult Service	To manage, monitor and review the contractual arrangements and plan for Service Delivery post September 2015.	LGP	December 2014	

	To have performance and quality management arrangements in place to monitor outputs and outcomes	LGP	On-going Review September 2014	
To deliver effective and consistent Out of Court Disposals (OoCD) which will provide assessed decisions/outcomes for first time entrants	To implement and monitor the agreed Pan Lancashire model for the OoCD Youth Panels	LGP/SJ/SC	September 2014	
	To contribute to the Scrutiny Panel to support the Pan Lancashire evaluation of OoCD and implement identified recommendations	LGP/SJ/SC	March 2015	
	To implement early support pathways for those Young People assessed as likely to reoffend in line with CYP redesign.	SJ/SC	March 2015	
	Develop information material with the Constabulary for Youth Caution; relevant for Young People, parents/carers and agencies. Information to be made available in all relevant venues (courts, police stations etc.)	CO/MM	June 2014	

Reducing Re Offending

The YOT is committed to managing risk of re-offending. The YOT will prioritise, in 2014/15, the analysis of the data available to understand the emerging themes and identify the areas that require more attention. Lancashire YOT is part of the YJB Reoffending Project. The project will enable Lancashire YOT to identify themes and areas of concern and develop an action plan to reduce reoffending; this action plan will be monitored by the Management Board and the YJB. The information from the YJB project will support the data currently gleaned from the re-offending tally and the subsequent analysis. The findings of both will assist the YOT in identifying key areas that require action and indeed provide learning opportunities for future developments.

2014/15 will see the implementation of a Case Management System that is informed by the HMIP inspection framework, HMIP Case Assessment Guidance and YJB guidance. This system will provide clearer arrangements for the management oversight of cases and allow for a more critically reflective approach to understanding issues and behaviours presented by young people and respond to them accordingly.

The YOT will continue to be central to multi agency work in supporting young people to reduce their risk of re-offending and promoting their wellbeing by working within criminal justice, community safety, Children's and Young People's Trusts and safeguarding systems and processes.

The YOT will continue to work closely with Lancashire Probation Trust and the Transformation Reform to ensure that young people have a clear transition plan to adult criminal justice services.

Desired Outcome	Action(s)	Lead(s)	Milestones / Targets	Date Reviewed / Action Taken
To support the reduction of re-offending for young people within the youth justice system	To implement and monitor the YJB Reoffending Project recommendations and action plan	LGP/MM/SC	On-going - Review December 2014	
	To implement and monitor the recommendations from the UCLAN research and provide progress report to UCLAN and YJMB:	LGP/SC	On-going - Review August 2014	
	Set up and monitor a peer-support	HD	June 2014	

	<p>scheme through which young people can meet in groups with other young people who have successfully stopped offending</p> <ul style="list-style-type: none"> • East • Central/South Lancs • North <p>To review and revise the participation framework to ensure that feedback coordinated and informs service delivery</p>	<p>HD/SJ HD/AM HD/JC</p> <p>CO/MM</p>	<p>Review December 2014</p> <p>June 2014</p>	
To ensure targeted effective service delivery to young people who continue to offend	<p>Through the team analysis meetings identify the re-offending cohort and prioritise resources.</p> <p>Each team to explore/analyse the profile of high risk cases to inform and support future service delivery/development</p> <p>To undertake the responsibility for the delivery of unpaid work alongside other reparation activity.</p>	<p>MM/SC/SM/PM</p> <p>SM/PM/SC</p> <p>SMT</p>	<p>On-going – review December 2014</p> <p>September 2014</p> <p>June 2014</p>	
To effectively assess young people who commit violent offences and provide robust intervention	Monitor and evaluate the assessment, interventions and outcomes for young people who commit a violent offence	LGP/SC	December 2014	

packages	In response to the legislative changes develop effective interventions that are based on effective practice for young people who commit Domestic Violence Offences	LGP/SC		
To effectively assess and young people who commit sexual offences and provide robust intervention packages	To review and revise commissioning arrangements with North West Sexual Abuse Consultancy	LGP	June 2014	
	To work in partnership with the LSCB to enhance the assessment and service delivery for young people who display sexually harmful behaviour; both in and out of the youth justice system	LGP/SC	December 2014	

Reducing the Use of Custody

To support the reduction of young people remanded into Local Authority Accommodation and the secure estate; the YOT is working in partnership with Child Action North West to effectively deliver and manage the exit strategy for the Enhanced Bail Support Service. Further work will be undertaken to continue to improve services to provide intensive work with young people to prevent the use of custody. The YOT will work closely with partners, in particular, Children Social Care with children and young people who are remanded and become 'looked after' to maximise the effective use of assessments and interventions to maximise positive outcomes and minimise the financial impact. In January 2014 a YOT Social worker was seconded into Hindley HM Young Offenders Institute for a period of two years to support effective custodial sentence planning and reintegration back into the

community.

Desired Outcomes	Action(s)	Lead(s)	Milestones / Targets	Date Reviewed / Action Taken
To provide a consistent and effective IRS/ISS service	To implement and monitor ISS/IRS action plan	CO/PMs	December 2014	
To have an effective and efficient service delivery for managing young people in custody and preparing them for release	To monitor and review the secondments arrangements into Hindley YOI (January 2014 – January 2016) and measure impact on recidivism/outcomes for young people	JC	March 2015	
To increase and use the provision of LCC Remand/PACE Foster Carers	To work together with LCC Foster Care Service and promote the use of current Foster Carers for Remand/PACE	CO	December 2014	
To provide enhanced bail arrangements	To develop an exit strategy for the commissioned Enhanced Bail Scheme	CO	December 2014	

Cross Cutting Desired Outcomes

Desired Outcomes	Action(s)	Lead(s)	Milestones /	Date Reviewed /
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			Targets	Action Taken
To have effective Case Management Oversight arrangements in place	Implementation, monitoring and review of the revised Case Management Oversight Framework	LGP/SMs/SC/PMs	On-going – Review December 2014	
	To review and revise (if applicable) National Standards - Freedom and Flexibilities	CO/MM	June 2014	
	To communicate the findings of HMIP inspection reports to the workforce and implement any relevant recommendations	LGP/SC	On-going – Review March 2015	
	To ensure all staff understand safeguarding and related thresholds - Measure impact of Vulnerability & Safeguarding Guidance via quality assurance and review guidance	SMT/SMs/PMs	Review September/October 2014	
	To review managing risk in the community practice and revise guidance in line with the vulnerability and safeguarding guidance and MAPPA developments	LGP/SC/TF	December 2014	
	Complete an annual performance and quality assurance report to the YJMB	LGP/CO/MM/SC	March 2015	

To plan and prepare for ASSETPlus	To implement and monitor the ASSETPlus action plan To evaluate Careworks/ChildView in line with ASSETPlus developments and make ICT recommendations for LYOT in readiness for ASSETPlus	CO/JC/MM/SC CO/MM	On-going – Review December 2014 September 2014	
To ensure effective assessment and case management of young people at risk of Child Sexual Exploitation	To review national guidance and LYOT review (January 2014) and implement recommendations.	LGP/SC/PM	December 2014	
To ensure effective case management of young people at risk of/participating in Substance Misuse	Review and revise current working arrangements	CO	December 2014	
To establish stronger working arrangements with Community Safety Services	To work together with Community Safety services to ensure that the risk and need of young people is represented in the planning for service delivery of community safety strategies	LGP/SC	On-going – Review December 2014	
To work in partnership with parenting providers and provide support for parents of young people who offend	To enhance knowledge, skills and abilities to work with parents and implement the Strengthening Families programme	SMS/PMs	On-going - Review September 2014	

	To continue to work alongside LCC lead for Parenting	CO	On-going - Review September 2014	
To ensure effective working together arrangements with Children's Social Care (CSC) with the aim to provide integrated assessment, interventions and reviews for young people and their families	To review the working agreement between YOT/CSC in line with wider CYP redesign	CO/SJ	On-going – Review September 2014	
	Develop monitoring process of referrals and outcome of CSC referral	CO/MM	June 2014	
To enhance service delivery for Restorative Justice for young people, victims and the community	To utilise the YJB Restorative Justice Grant and monitor spend and outcomes for the YJB in line with national requirements for RJ practices	LGP/AM	YJB monitoring form to be submitted May 2014 On-going - Review December 2014	
To ensure effective service delivery for victims and communities	To implement recommendations from the YJB self-assessment review	LGP/AM	September 2014	
	To work in partnership with the Police Crime Commissioner on the Lancashire Victim Strategy	LGP	On-going - Review December 2014	
To implement and monitor CAF/CoN/YOT pathways for young people; particularly for	To ensure that CAFs are considered and completed for appropriate cases as per the CoN and develop monitoring process of	LGP/SJ/MM	On-going - Review December 2014	

OoCD and exit strategies for court orders	how many are being completed, by who and for what disposals			
To ensure young people known to the YOT have access to appropriate health services	To develop an action plan to undertake the redesign of youth justice health services and pathways, including transitions to adult service	CO	September 2014	
To ensure progression in learning and a reduction in learners who are NEET (not engaged in education, employment or training)	To implement and monitor the ETE arrangements within teams.	JC	On-going – Review September 2014	
	To review and monitor the working arrangements with Young Peoples Service	JC	On-going – Review September 2014	
To maintain effective service delivery in line with the National Probation changes	To implement and monitor developments of the LYOT and Probation Action Plan in readiness for Transforming Rehabilitation	LGP/TF	On-going – Review September 2014	
	To provide service delivery for unpaid work in line with national developments	LGP/TF	June 2014	
To maintain effective service delivery in line with changes in Police divisions	To work in partnership with the Police and Unitary YOTS to manage and implement changes	SO	On-going – Review September 2014	

<p>To ensure effective operational working relationships with partner agencies</p>	<p>Review all SLA:</p> <ol style="list-style-type: none"> 1. CSC 2. Pan Lancashire & National Probation Trust 3. Lancashire Joint Agency Protocol – Incidents and offences in Children's Homes 4. LYOT Property Strategy 5. EDT 6. CAMHS 7. Police 8. YPS 9. Early Break/Addaction 10. Pan Lancashire Court Protocol 	<p>SMT</p> <p>CO</p> <p>LGP</p> <p>CO</p> <p>SO</p> <p>CO</p> <p>CO</p> <p>SO</p> <p>SO</p> <p>CO</p> <p>SO</p>	<p>September 2014</p> <p>March 2015</p> <p>September 2014</p> <p>June 2014</p> <p>June 2014</p> <p>December 2014</p> <p>September 2014</p> <p>March 2015</p> <p>March 2015</p> <p>June 2014</p>	
<p>To have an effective communication with partners and service users</p>	<p>Service user consultation forms to be reviewed/ revised and considered in line with View Point. Develop robust feedback channels within the service to enhance service delivery</p> <p>Maintain effective attendance/communication with local Court User groups</p>	<p>CO/MM</p> <p>SM/PM</p>	<p>September 2014</p> <p>On-going – Review March 2015</p>	

	Maintain links with LCC Communications and feedback to SMM as required	MM	On-going – Review March 2015	
To maintain consistent and effective volunteer service	To manage and monitor the volunteer activities in the YOT in line with LCC volunteer activity	LGP/SC/HD	On-going – Review December 2014	
	To review the Volunteer Coordinator role	LGP/SC	December 2014	

Risks to Future Delivery		
Risk Identified	Level of concern	Action to be taken
Ongoing uncertainty regarding year on year partnership funding and reductions and limited opportunity for long term planning.	Medium	Standing item at YJMB on quarterly basis. Strategic developments with partners to establish opportunities to deliver the service differently. Service involvement and contribution in the Children and Young People's directorate re-design.
A reduction of 11 staff on Voluntary Redundancy (VR) from 1 st April 2014	Low	To be monitored through the Senior Management Team. Transition arrangements to be implemented.
A further reduction of staff on VR during 2014/15	High	Decisions to be managed in line with CYP redesign and YJMB. Service contribution to system redesign. Decision making in line with HMIP framework.
Introduction of Community Rehabilitation Company (changes to Probation)	Low	Monitored through YJMB. Engagement with Home Office Strategic Lead. Implementation of revised SLA.

Agenda Item 5

Meeting of the Full Council Meeting to be held on 17 July 2014

Report submitted by: The Chief Executive

Part B

Electoral Division affected:
None

Report of the Cabinet (Annex 1 refers)

Contact for further information:
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dave.gorman@lancashire.gov.uk

Executive Summary

The report of Cabinet from its meetings on 8 May 2014 and 5 June 2014 on matters which have not previously been reported to the Full Council is attached at Annex 1.

The reports considered by Cabinet can be viewed via the County Council's website:
<http://council.lancashire.gov.uk/mgCommitteeDetails.aspx?ID=122>

Recommendation

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

List of Background Papers

Paper	Date	Contact/Directorate/Tel
Agenda and Minutes of Cabinet	5 June 2014 8 May 2014	<u>Dave Gorman/Office of the Chief Executive/</u> <u>(01772) 534261</u>

Meeting of the Full Council - 17 July 2014

Report of the Cabinet Meeting held on 8 May 2014

The agenda and minutes of the meeting may be viewed on the County Council's website at the following link:

<http://council.lancashire.gov.uk/mgCommitteeDetails.aspx?ID=122>

Blanket Waiver - Request for Contract Extensions Up to March 2015

Cabinet considered a report setting out proposals for a Blanket Waiver of contracts allowing Contract Extensions Up to March 2015.

Cabinet approved a waiver of Procurement Rule 6 to enable the County Council to extend the contracts set out at Appendix 'A' up to March 2015.

Developing the Three Tier Forums

Cabinet considered a report which provided some further background to the Three Tier Forums; provided a summary so far of the review, including the details of the Lancaster and Chorley pilot models; set out the organisational context within which it is now taking place and made a number of proposals.

Cabinet:

- (i) Agreed the development of two test models, one in Lancaster and the other in Chorley, subject to proposals for the Chorley model outlined in section 6.2.a) in the report; and that any decision to continue with either of these should form part of the review of the future political governance structure for the County Council;
- (ii) Agreed that work to link the Three Tier Forum in Rossendale with the Neighbourhood Forums continues to develop;
- (iii) Agreed that the County Council's preferred position is that the current Forums will meet in public; and that where this is not the case there will be no extra officer attendance from the County Council, beyond that currently in place, and no devolution of decision making power or budget by the County Council should be considered in those forums not meeting in public, and
- (iv) Agreed to maintain the status quo in relation to parish and town council representation on the Forums outside of the Chorley test model.

Draft Procurement Strategy

Cabinet considered a report setting out details of the development of a procurement strategy which has been a key priority of the County Council. A draft procurement strategy has now been developed for consultation and was set out at Appendix 'A' to the report.

Cabinet:

- (i) Noted the County Council's draft procurement strategy set out at Appendix 'A';
- (ii) Noted that a consultation process involving public, private and third sector organisations will be undertaken and that a final strategy will be presented to Cabinet in September for consideration and final approval.

Proposal to Undertake a Health Impact Assessment of Shale Gas Extraction in Lancashire

Cabinet considered a report setting out a proposal that the Council undertakes a Health Impact Assessment (HIA) of shale gas extraction in Lancashire, initially of the two proposed sites followed by an HIA of the wider industry.

Cabinet:

- (i) Approved that Lancashire County Council leads and undertakes a Health Impact Assessment (HIA) of shale gas extraction in Lancashire, initially of the two proposed sites followed by an HIA of the wider industry;
- (ii) Approved that a Health Advisory Group be established to undertake the Health Impact Assessments led by the Director of Public Health on the basis set out in the report.

Voluntary Redundancy - Trade Union Consultation

Cabinet considered a report setting out details of the Trade Union response to the consultation on Voluntary Redundancy as set out in the report.

Cabinet:

- (i) Noted the response from the Trade Unions in relation to the consultation and thank them for their contributions;
- (ii) Agreed that no changes can be made to the Voluntary Severance package where that would have the effect of increasing the overall cost of downsizing the current employee structure;
- (iii) Confirmed Cabinet's commitment that in seeking to reduce employee costs it does not wish to seek to achieve savings by making changes to current terms and conditions of employment;
- (iv) Noted the intention to review the current Vacancy Management procedures to ensure that redeployment is effectively managed to provide appropriate protection for staff who may in future be at risk of compulsory redundancy;
- (v) Agreed to consider the possibility of staff leaving their employment with the Council on the basis of voluntary redundancy being allowed to be re-employed on a casual basis where that is in the best financial interests of the Council, subject to proposals being agreed with the Trade Unions;
- (vi) Requested the Chief Executive and Management Team to ensure that costs are only incurred in relation to non-contractual overtime and agency costs where that is absolutely necessary and in the best financial interests of the Council;
- (vii) Noted the intention to continue regular discussions with the Trade Unions in relation to the ongoing voluntary redundancy process, along with consultation in

relation to the Council's new operating structure once proposals are agreed by Cabinet in due course.

Report of the Cabinet Meeting held on 5 June 2014

The agenda and minutes of the meeting may be viewed on the County Council's website at the following link:

<http://council.lancashire.gov.uk/mgCommitteeDetails.aspx?ID=122>

Money Matters - The County Council's Financial Position at 31 March 2014

The Cabinet considered a report which provided a summary of the County Council's financial position at the end of 2013/14.

Cabinet:

- (i) Noted the final overall revenue budget position and capital programme spending for 2013/14;
- (ii) Noted the available revenue resources of £3.121m and approve the transfer of £1.000m to a new Welfare Reform Reserve and £2.121m to the Downsizing Reserve;
- (iii) Approved the transfer of the additional one off government grant resources of £2.832m announced since the last monitoring report to the Cabinet to the Downsizing Reserve;
- (iv) Noted the various transfers between reserves set out in the report and the position on the Council's earmarked reserves at the end of 2013/14;
- (v) Noted that following these recommendations the balance on the Downsizing Reserve will be £99.233m which is sufficient to meet the current estimate of costs of the voluntary severance programme and provides capacity to support invest to save proposals;
- (vi) Noted that, following these recommendations, the County Fund Balance at 31 March 2014 is £36m;
- (vii) Approved the proposed financing of the capital programme spending of £154m as set out below:

	£m
Grants and Contributions	138.086
Revenue Contributions	16.390
	<hr/>
	154.476

- (viii) Approved an increase in the 2014/15 Capital Programme of £8.620m reflecting slippage from 2013/14;
- (ix) Agreed that the utilisation of £0.561m of capital resources freed up due to scheme underspending be considered within the overall review of future capital investment priorities;
- (x) Noted the County Treasurer's conclusion on the financial health and stability of the organisation.

Regulation of Investigatory Powers Act

The Cabinet considered a report setting out the recommendations within the OSC inspection report and recommendations on proposed changes in the Council's current arrangements for dealing with the authorisation of requests for covert surveillance in accordance with the provisions of the Act.

Cabinet:

- (i) Noted the Office for Surveillance Commissioners Report presented at Appendix 'A';
- (ii) Agreed to the revised RIPA Policy presented at Appendix 'B';
- (iii) Agreed that the Senior Responsible Officer (SRO) has delegated power to authorise named Trading Standards Officers to act as authorising officers for the purposes of RIPA, and;
- (iv) Agreed that the SRO responds to OSC recommendation IV on the basis set out in the report.

Update on the Changes to the County Council's Strategic Partnership with BT

Cabinet considered a report setting out an update on progress on the changes to the County Council's Strategic Partnership with BT since the previous update on 6 March 2014.

Cabinet:

- (i) Noted the contents of this report;
- (ii) Agreed the ring-fencing of the available resources of £0.769m to provide one off resources to support performance improvement, subject to an appropriate business case.

Agenda Item 6

Meeting of the Full Council Meeting to be held on 17 July 2014

Report submitted by: The Chief Executive

Part B

Electoral Division affected:
None

Member Officer Working Group on Political Governance Structures – Update report

(Appendix A refers)

Contact for further information:

Josh Mynott, (01772) 534580, Office of the Chief Executive,
josh.mynott@lancashire.gov.uk

Executive Summary

Full Council is asked to note the progress of the Member Officer Working Group on Political Governance. A summary of the meetings to date is attached at Appendix A

Recommendation

That the update be noted

Background and Advice

Full Council at its meeting on the 12 December 2013 debated a Notice of Motion on a possible return by the authority to a Committee system and resolved:

"The County Secretary and Solicitor is instructed to bring a report to the Full Council Meeting on the 27 February 2014 setting out the options and necessary actions that need to be taken to discontinue the existing Leader and Cabinet system of decision making and revert back to a Committee system.

We also instruct the Interim Chief Executive to give an indicative time scale for the introduction of such a change, given that several other County Councils have made or are making this transition."

The Full Council at its meeting on the 27 February considered the report and decided:

"To establish a cross party member officer working group, on the basis of 3 Labour, 2 Conservative, 1 Liberal Democrat and 1 Independent Member, to thoroughly investigate options for any change in political management structure and make recommendations to the Council on a future governance structure.

1. That regular progress reports be provided by the working group to the Full Council
2. That the member officer working group be requested to report back on its proposals to the Full Council in December 2014."

In noting the request to provide regular update reports, the Working Group agreed to report back on progress to the Full Council meetings on 17 July and 2 October, and to meet as frequently as required but at least monthly up until December 2014. This report represents the first update, and includes a summary of the two meetings held so far at Appendix A.

The Membership of the Working Group is as follows:

County Councillors:

County Councillor David Borrow (Chair)
County Councillor Matthew Tomlinson
County Councillor Niki Penney
County Councillor Bill Winlow
County Councillor Michael Green
County Councillor Geoff Driver
County Councillor Paul Hayhurst

Officers:

Ian Young, Deputy County Solicitor
Paul Bond, Head of Policy and Performance
Roy Jones, Assistant County Secretary
Josh Mynott, Committee Support Team Leader.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

None

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

Paper	Date	Contact/Directorate/Tel
As set out in Appendix A		Josh Mynott / OCE / 01772 534580
Reason for inclusion in Part II, if appropriate		
N/A		

Report of the Member Officer Working Group – Political Governance Structures

Meeting 1: 7 May 2014 - Summary

The Working Group considered how it might wish to undertake the review of the County Council's Political Management Structure. Two existing research papers produced by the LGA and CfPS relating to Local Authority governance structures were presented.

In considering the detailed report before them the Working Group noted the statutory framework and the full range of options for political management structures available to the County Council. The Working Group also noted the timetable of implementation and impact of any change in political structure on: the County Council's management structure; service delivery; the community; partner organisations and the County Council's constitutional framework.

It was noted that the County Council had embarked on a major process of organisational transformation to create a new organisation aligned to the County Council's key priorities which would likely lead to an entirely new officer structure by April 2016. It was recognised that the system of governance making decisions and the organisational structure supporting and implementing those decisions needed to be fully aligned and complementary to any new structure. Notwithstanding the work on the Transformational Programme the Working Group also recognised the resource implications to the Authority of the implementation of any change to the political governance structure.

The Working Group discussed a range of factors to be considered in any review including:

- any benefits of moving to a Committee system
- the experience of those authorities who had already moved to and operated a Committee system
- the impact of the County Council returning to a Committee system in terms of resources and efficient decision making
- the options available to the Council of operating what is known as a hybrid system, and experience of those Authorities operating such as system
- roles and functions of existing Council committees particularly delivering statutory functions which included the Development Control Committee
- requirements and options for area bodies. It was noted that the Cabinet had recently considered a report on a review of the Council's Three Tier Forums which made reference to two pilot models of governance for Chorley and Lancaster, and had agreed that any decision to continue with these models form part of this review of the future political governance for the Council.
- the relationship with the Scheme of Delegation of officers

In discussing these issues in detail the Working Group recognised that a key element would be gathering evidence from those Authorities who have already changed or are considering a change in their Political Governance Structure.

The Working Group also debated the number of Committees/Sub-Committees and the resources required for servicing the County Council's previous Committee Structure. In considering any change in political governance structure the Working Group also acknowledged the changing role of service delivery and functions of the County Council since the Committee Structure was replaced by the Cabinet System in 2001.

Decisions

The Working Group noted the detailed report presented and agreed to ask officers to report back to the next meeting of the Working on the following matters:

1. to research other Councils who had considered and implemented a change of political governance arrangements to a Committee Structure
2. to provide information on the number of Committees and Sub-Committees; frequency of meetings; and where possible the staffing resources required for the servicing of those meetings for the Committee system operated by the County Council immediately prior to the introduction of a Cabinet System
3. where possible a comparison of an outline of services and functions provided by the County Council prior to the introduction of a Cabinet System and the present time.

Meeting 2: 19 June 2014 - Summary

The Group were presented with a range of evidence as requested at the last meeting. This included

- Evidence from other county councils who had reviewed their governance structures and developed different arrangements. Information from discussions with other councils was made available.
- A summary of the Committee structure and staffing in Lancashire prior to the introduction of new Cabinet arrangements in 2001
- A summary of changes in the roles, functions, powers and responsibilities of the County Council since 2001.

In response to this information, it was widely agreed by the group that a return to the committee system similar to that in existence prior to 2001 would not be appropriate nor feasible, given the different responsibilities and the significantly changed resources position of the County Council.

It was felt that any governance review must take particular cognisance of the wider organisational transformation programme in the council, due be completed

by April 2016, which would create an entirely new structure for the council. It was agreed that the political governance structure review would need to be closely linked to this.

It was confirmed that the original agreement at Full Council had been for a final report in December, with update reports to council meetings until that point. Members felt that it would be appropriate for any final report to be in the form of a set of options for consideration by council, rather than a single recommendation. To that end, it would be appropriate as a next step to draw up three alternative models – a Cabinet model, a Committee model, and a Hybrid model.

It was agreed that there were a number of "design principles" that would need to inform each of these models. Members listed the following principles:

- **Cost effectiveness**
- **Councillor time**
- **Efficiency of decision making:**
- **Inclusivity**
- **Transparency**
- **Accountability**
- **Partnership working**

In addition, it was also recognised that the review of any new system must include consideration of appropriate area bodies and / or locality working arrangements. Any new system must also crucially be aligned with the organisation transformation. Members recognised that, whilst important lessons could be learned from experiences and structure elsewhere, the governance system adopted would need to be specifically suited for the needs, objectives and culture of Lancashire

The working group agreed that, for the next meeting, officers would develop a draft of three alternative governance options in line with the set of principles.

Further consideration will also be given on the best way to engage more fully with other councils which had undertaken a review of their governance structure.

Decision:

That officers develop a draft of three alternative governance options in line with the principles set out above.

Background papers

The following background papers are available from Josh Mynott, Office of the Chief Executive, 01772 534580, josh.mynott@lancashire.gov.uk. Additionally, County Councillors can access them through the C-First website (see "Governance Working Group Background Papers" on the left hand side menu):

- "Rethinking Governance" 2014 Report by the LGA and CfPS aimed at Local Authorities considering their governance structure
- "Musical chairs" 2012 report from the CfPS on the changing governance
- Reports from Cornwall Council on a review of governance changes
- Analysis of the committee structure and officer support at Lancashire County Council before the introduction of the cabinet system and now.
- A summary of key legislative and statutory changes since the introduction of the cabinet system
- Overview of key County Council service and function changes since the introduction of the cabinet system.

Meeting of the Full Council
Meeting to be held on 17 July 2014

Report submitted by: The County Secretary and Solicitor

Part B

Electoral Division affected:
All

Report of Urgent Key Decisions

Contact for further information:
Janet Nuttall, (01772) 533110, Office of the Chief Executive,
Janet.nuttall@lancashire.gov.uk

Executive Summary

Urgent Key Decisions taken by the Leader of the County Council and Deputy Leader of the County Council during the preceding three months.

Recommendation

That the urgent key decisions, as now presented, be noted.

It is a requirement of Standing Order 28 that any urgent key decisions taken must be reported to the Full Council for information on a quarterly basis. The following urgent key decisions have been taken by the Leader of the County Council and the Deputy Leader of the County Council.

1) Urgent Key Decision taken by the Leader of the County Council

The following decision was taken on 28 May 2014:

New Build Properties – Partnering Framework for Construction Works Lots B, D, E & F

The Leader of the County Council approved the recommendation as set out in the full report.

This decision was implemented immediately for the purposes of Standing Order 34(3) as any delay could adversely affect the execution of the County Council's responsibilities. The reason for this was to enable the framework to commence with effect from 1 June 2014.

This report was dealt with under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains 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.)

2) Urgent Key Decision taken by the Deputy Leader of the County Council

The following decision was taken on 30 May 2014:

Casualty Insurance - Tender Exercise 2014

The Deputy Leader of the County Council approved the recommendation as set out in the full report.

This decision was implemented immediately for the purposes of Standing Order 34(3) as any delay could adversely affect the execution of the County Council's responsibilities. The reason for this is to ensure insurance is in place on the expiry of the current policy.

This report was dealt with under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains 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.)

Local Government (Access to Information) Act 1985

List of Background Papers

Paper	Date	Contact/Directorate/Tel
Report to the Leader of the County Council	28 May 2014	Stuart Benson, Office of the Chief Executive, (01772) 534022
Report to the Deputy Leader of the County Council	30 May 2014	Stuart Benson, Office of the Chief Executive, (01772) 534022

Reason for inclusion in Part II, if appropriate

N/A

Meeting of the Full Council
Meeting to be held on 17 July 2014

Report submitted by: The Chief Executive

Part B

Electoral Division affected:
All

Report of the Overview and Scrutiny Committees
(Annexes 1- 3 refer)

Contact for further information:
Janet Mulligan, 01772 533361, Office of the Chief Executive
Janet.mulligan@lancashire.gov.uk

Executive Summary

The most recent cycle of meetings of the Overview and Scrutiny Committees took place in the period May - June 2014.

The reports of the committees are attached as Annexes 1 - 3 as follows:

- Annex 1 - Scrutiny Committee**
- Annex 2 - Health Scrutiny Committee**
- Annex 3 - Education Scrutiny Committee**

Copies of the agenda and reports considered by the committee, together with minutes of the relevant meeting may be viewed on the County Council's web site at the following link:

<http://council.lancashire.gov.uk/mgListCommittees.aspx#scrutiny?bcr=1>

Officers specified in each report can also be contacted for further information.

The Executive Scrutiny Committee met on 3 June 2014, and is due to meet on 11 July, to consider all reports considered by Cabinet and Key Decisions by individual cabinet members.

Recommendation

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

Background Papers

Paper	Date	Contact/Directorate/Ext
Agenda and minutes:		Janet Mulligan/Office of the Chief
Scrutiny Committee	09 May 2014 20 May 2014 13 June 2014	Executive/33361
Health Scrutiny Committee	10 June 2014	
Education Scrutiny Committee	17 June 2014	
Executive Scrutiny Committee	03 June 2014 11 July 2014	

Reason for inclusion in Part II, if appropriate

N/A

Meeting of the Full Council – 17 July 2014

Report on the Scrutiny Committee Meetings held on 9 May, 20 May and 13 June 2014

Chair: County Councillor Bill Winlow

The agenda and minutes of the meetings may be viewed on the County Council's web site at the following link:

<http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeId=120>

9 May 2014

Road Safety (Part 2)

The Committee received a detailed report on road safety statistics and future investment to improve road safety across Lancashire.

20 May 2014

Proposal to Make Permanent an Experimental One-Way Traffic Regulation Order Rawstone Road, Penwortham Consideration of Objection

The Committee considered the request made by five members of the County Council that the decision made by the Cabinet Member for Highways and Transport on 12 May 2014 on the proposal to make permanent an experimental one way Traffic Regulation Order on Rawstone Road, Penwortham, be "Called In".

Following the debate, and on being put to the vote, it was agreed that the Cabinet Member should not be asked to reconsider his decision made on 12 May 2014 on the proposal to make permanent an experimental one way Traffic Regulation Order on Rawstone Road, Penwortham

13 June 2014

Partnership Response to Domestic Abuse

A report was presented on the history of partnership working in relation to Domestic Abuse in Lancashire and the continued commitment in making it a safe place to live, work and visit. The key partners included Lancashire County Council, district and unitary authorities, Lancashire Constabulary, Clinical Commissioning Groups, Lancashire Fire and Rescue, Lancashire Probation Services, wider criminal justice partners and the Police and Crime Commissioner.

Lancashire Community Safety Strategy Group (LCSSG) brought together representatives of these organisations to set the strategic direction for

coordinating partnership activity under a range of statutory duties, to reduce crime and re-offending, tackle anti-social behaviour and substance misuse.

The Committee supported the partnership approach to reducing the harm caused by domestic abuse as set out in the draft Lancashire (12) Domestic Abuse Commissioning Strategy and agreed that a further report specifically on the work of health bodies in relation to Domestic Abuse be presented to the committee in approximately 6 months, and an update on progress be presented in 9-12 months.

Meeting of the Full Council – 17 July 2014

Report on the Health Scrutiny Committee Meeting 10 June 2014

Chair: County Councillor Steven Holgate

The agenda and minutes of the meetings may be viewed on the County Council's web site via the following link:

<http://council.lancashire.gov.uk/mgCommitteeDetails.aspx?ID=182>

Public Health England

It had been agreed that over the next 12 months the Health Scrutiny Committee would look in greater detail at the current and emerging strategies developed to deliver public health services to the residents of Lancashire. As part of that undertaking representatives from Public Health England (PHE) and NHS England had been invited to attend Committee to provide members with information on: their roles and responsibilities; priorities; and partnership working with other organisations to deliver the priorities.

The Committee noted the report and it was agreed that the Committee would be provided with further information as agreed during the discussion and recorded in the minutes.

Update on Lancashire County Council Response to the Francis Inquiry

The report explained that Sir Robert Francis had been commissioned in July 2009, to chair a non-statutory inquiry into the happenings at mid Staffordshire. A recommendation had been made that there needed to be an investigation into the wider system to consider why issues had not been detected earlier and to ensure that the necessary lessons had been learned.

The report briefly set out the conclusions of the Francis report and the key actions taken by the county council so far.

Work Plan for 2014/15

The Committee received a draft work plan for both the Health Scrutiny Committee and its Steering Group, including current Task Group reviews. The topics included had been identified at the work planning workshop that members took part in during April 2014.

Report of the Health Scrutiny Committee Steering Group

It was reported that on 4 April the Steering Group had met with Janice Horrocks, Consultant working with Southport & Ormskirk Hospital Trust and West Lancashire CCG, to receive an overview of the Care Closer to Home Programme. Damien Reed, Deputy CEO/Finance Director had also attended to provide an update on the partnership arrangement with St Helens & Knowsley NHS Trust for pathology services. A summary of the meeting was at Appendix A to the report now presented.

Meeting of the Full Council – 17 July 2014

Report on the Education Scrutiny Committee Meeting 17 June 2014

Chair: County Councillor Cynthia Dereli

The agenda and minutes of the meeting may be viewed on the County Council's web site via the following link:

<http://council.lancashire.gov.uk/mgCommitteeDetails.aspx?ID=181>

Transport Policy for Children and Young People with Special Educational Needs and Disabilities

The Committee considered the request made by five members of the County Council that the decision made by the Cabinet Member for Children, Young People and Schools to introduce a parental contribution for discretionary post-16 transport support for young people with Special Educational Needs and Disabilities (SEND), be "Called In".

Following the debate, and on being put to the vote, it was agreed that the Cabinet Member should not be asked to reconsider his decision made on 5 June 2014 in relation to the introduction of a parental contribution for home to school/college transport for young people with Special Educational Needs and Disabilities (SEND).

**Meeting of the Full Council
Meeting to be held on 17 July 2014**

Report submitted by: The Chief Executive

Part B

Electoral Division affected:
All

**Report of the Audit and Governance Committee
(Annex 1 refers)**

Contact for further information:

Cath Rawcliffe, Tel: (01772) 533380, Office of the Chief Executive

cath.rawcliffe@lancashire.gov.uk

Executive Summary

The report of the Audit and Governance Committee from its meeting held on 30 June 2014 is attached at Annex 1.

Copies of the agenda reports considered by the committee are available to view via the following link:

<http://council.lancashire.gov.uk/ieListDocuments.aspx?CId=728&MId=3007&Ver=4>

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

Recommendation

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

Local Government (Access to Information) Act 1985

List of Background Papers

Paper	Date	Contact/Directorate/Ext
Agenda & Minutes of the Audit and Governance Committee	30 June 2014	Cath Rawcliffe, Office of the Chief Executive, Tel: 01772 533380

Report of the Audit and Governance Committee - Matters for Information

The following matters were considered by the Audit and Governance Committee at its meeting on 30 June 2014:

Part I matters

1. Treasury Management Report

A presentation was made to the committee by Mike Jensen, chief investment officer on the treasury management activities of the county council throughout 2013/14.

Decision Taken: That the review of treasury management activities for 2013/14 to date as shown at appendix A to the report now presented, be noted.

2. External Audit Lancashire County Council Audit Plan 2013/14

Karen Murray, director, Grant Thornton, presented a report on the nature and scope of work that the Authority's external auditor was planning to carry out to discharge its statutory responsibilities, compliant with the Audit Commission Act 1998 and the Code of Audit Practice for Local Government.

Decision Taken: That the report be noted.

3. External Audit - Update report June 2014

Karen Murray, director, Grant Thornton, presented a report on the progress to date on the 2013/14 Audit Plan for the Council and set out the accounting and auditing issues relevant to the 2013/14 financial statements and their preparations.

The report included details on recent publications which it was felt could be helpful to the Committee in discharging its responsibilities.

Decision Taken: That the report be noted.

4. Response of the Audit and Governance Committee Chair to Grant Thornton's request for information to support its compliance with International Standards on Auditing

The committee considered a response to Grant Thornton's request for information to support its compliance with international standards on auditing and quality control.

A response to the commission had been prepared for consideration by the committee and was set out at Appendix A to the report. Officers advised that the

response should relate to the Lancashire County Pension Fund in addition to the County Council. It was therefore agreed that an amended response would be prepared for the Chair of the committee to sign on behalf of the committee.

Decision Taken: That, subject to the above amendment, the response to Grant Thornton's request for information to support its compliance with international standards on auditing and quality control, as set out at Appendix A to the report now presented, be approved and signed by the Chair of the committee.

5. Provisional Internal Audit Plan for 2014/15

The committee considered the provisional Internal Audit Plan for the Council for 2014/15, as presented by Ruth Lowry, Chief Internal Auditor.

It was noted that the Internal Audit Service planned to provide a total resource input to the county council of approximately 2,450 audit days, including an allocation of 400 days for investigations. It was anticipated that approximately 775 days would also be provided to external organisations within Lancashire including the pension fund, the Police and Crime Commissioner and a number of the district councils.

Decision Taken: That the provisional internal audit plan for 2014/15 be approved.

Part II matters

6. Counter fraud and special investigations annual report 2013/14

(Exempt information as defined in Paragraphs 1, 2 and 7 of Part 1 of Schedule 12A to the Local Government Act, 1972. It was considered that in all the circumstances of the case the public interest in maintaining the exemption outweighed the public interest in disclosing the information).

Ian Rushworth, Audit Manager, presented a report on a summary of the work performed by the Internal Audit Service during 2013/14 to support management in preventing, detecting and investigating fraud and corruption.

Decision Taken: That the 2013/14 counter fraud and special investigations report as now presented, be noted.

Meeting of the Full Council
Meeting to be held on 17 July 2014

Report submitted by: The Chief Executive

Part B

Electoral Division affected:
All

Report of the Pension Fund Committee
(Annex 1 refers)

Contact for further information:
Chris Mather, Tel: (01772) 533559, Office of the Chief Executive
Chris.mather@lancashire.gov.uk

Executive Summary

The Report of the Pension Fund Committee from its meeting on 6 June 2014 is attached at Annex 1.

Copies of the agenda and reports considered by the Committee are available on the County Council's website at the following link:
<http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeId=183>

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/Directorate/Ext
Agenda & Minutes of the Pension Fund Committee	6 June 2014	Chris Mather, Office of the Chief Executive, Tel: 01772 533559

Report of the Pension Fund Committee - Matters for Information

The following matters were considered by the Pension Fund Committee at its meeting on 6 June 2014.

Part I

1. Consultation on Opportunities for Collaboration, Cost Savings and Efficiencies within the Local Government Pension Scheme

The Committee considered a report on the Department for Communities and Local Government (CLG) consultation proposals for structural changes to the Local Government Pension Scheme (LGPS).

The consultation document proposed a major change in the management of the assets held by individual LGPS. The Committee expressed concerns that the proposals had the appearance of "nationalising" the assets of the LGPS and setting the overall investment approach at a national level through a requirement to use two or more large pooled vehicles (known as Common Investment Vehicles, or CIVs). The constitution and accountability mechanisms around the proposals were also unclear.

A particular concern was that the proposals appeared to seek to manage the LGPS in aggregate through a form of one size fits all approach to the investment of fund assets. Members felt the approach was too simplistic, and ignored the key fact that administering authorities had a fiduciary duty regarding the payment of pension promises, as well as a duty and a responsibility for making decisions in relation to investment strategy in the context not just of asset performance but also of the liabilities of individual funds. These responsibilities had led to individual funds developing their own specific approaches to asset management in order to maximise investment return:

Over the period since 2009 the Lancashire County Pension Fund had been engaged in a strategic move to develop a higher performing investment strategy, which had been made possible by acquiring professional investment skill and undertaking a greater degree of in house management, although not going as far as actually running an in house trading operation (other than for a very small bond portfolio). This had resulted in the Fund being able to move to a strategy of an asset allocation focussed on reducing volatility and which was alive to the characteristics of the fund's liabilities. Liabilities were a critical element within this, as movements in the Fund's liabilities have had the greatest impact on the level of funding.

This approach had enabled the LCPF to invest significant sums in infrastructure projects on favourable terms and to access a range of different forms of investment which helped to achieve the Fund's investment objectives.

It was clear that the change in investment strategy had improved the Fund's performance, and the Fund's developing approach to liability management sought to build on this further.

However, the proposals made by CLG appeared to reflect a paucity of ambition for LGPS as a whole. Rather than seeking to improve investment performance across LGPS to that of the best performers, instead CLG were proposing a lowest common denominator investment strategy. Of greatest concern was the explicit assumption that passive management of listed equities was the most appropriate means of securing an investment return which would enable the Fund to meet its liabilities. Given the importance of this, it was very concerning that the evidence presented by the CLG to support this move appeared to have significant gaps and made assumptions around investment performance without clear evidence to support the conclusions drawn.

From the consultation paper it appeared that the Fund's investment strategy decisions would be broad asset allocations between two CIV asset pools. This removed the independence of the individual funds which would remain constitutionally independent and responsible for addressing deficits and liabilities, although with little ability to utilise funds' assets in this regard. The Committee noted that there was very little actual information on how the proposals would work in practice. However, there was a clear underlying view that some degree of compulsion would sit behind the move to new arrangements.

The Committee noted that the CLG consultation document asked 5 specific questions and sought evidence based responses. However, given the time available to prepare the report it had not been possible to construct a complete fully evidenced response. Therefore a "heads of terms" for a full response was presented for the Committee's consideration. Members agreed that the Treasurer in consultation with the chair should be authorised to make a submission to CLG based on the points raised in the report and in the "heads of terms" now presented.

Decision Taken:

- i. The Committee approved the framework for a response to the Government's consultation on proposals for structural changes to the Local Government Pension Scheme, as set out in the report presented.
- ii. The Committee authorised the County Treasurer, as Treasurer to the Fund, in consultation with the Chair to finalise the Fund's detailed evidence based response.

2. Lancashire County Pension Fund - Annual Governance Statement 2013/14

The Committee considered a report on a proposed Annual Governance Statement for the Fund.

In November 2013 Grant Thornton, the Fund's external auditors published a national report called "Coming of Age", which reflected on developments in the management of funds within the Local Government Pension Scheme. It was noted that the Lancashire County Pension Fund had been cited as an example of good practice in a number of areas. One of the questions which the national report asked Funds to consider was whether the Annual Governance Statement of the Administering Authority covered the activities of the Fund adequately.

The Committee was informed that the position in Lancashire, which would be replicated in most administering authorities, was that the Council's Annual Governance Statement made no specific reference to the activities of the Fund. Therefore in response to this officers had developed a separate annual governance statement for the Fund, a copy of which was presented at Appendix 'A'.

Decision Taken: The Committee approved the Annual Governance Statement for the Lancashire County Pension Fund, as set out at Appendix 'A', for signature by the Chair and the County Treasurer.

3. Your Pension Service - Annual Administration Report

The Committee considered the Your Pension Service - 2013/14 Annual Administration Report.

It was noted that the report had been produced in accordance with the Service Level Agreement (SLA) which existed between the County Council and Your Pension Service for the provision of pension administration services to Lancashire County Pension Fund. The report described the performance of Your Pension Service against the standards set out in the SLA during 2013/14.

It was pleasing that Your Pension Service had achieved a performance standard of 98%.

The Committee was informed that Your Pension Service had won the Local Government Quality of Service award, and had been nominated for the County Council's Countywide Service of the Year 'Pride' award.

Decision Taken: The Committee noted the 2013/14 Annual Administration Report, as presented at Appendix 'A'.

4. Shareholder Voting and Engagement Report

The Committee considered a comprehensive report on the Fund's shareholder voting arrangements and activity, and engagement activity for the period 1 January to 31 March 2014.

The Committee was informed that Pensions and Investment Research Consultants Ltd (PIRC) act as the Fund's proxy and cast the Fund's votes on its investments at company shareholder meetings. PIRC were instructed to vote in accordance with their guidelines unless the Fund instructed otherwise.

It was noted that the Fund had voted on 535 occasions during this period and had opposed or abstained in 34% of votes.

It was also noted that details of holdings of the Pension Fund in relation to meetings held in this period had been included in the report to provide more contextual information regarding the geographical and sector spread of the shareholder interests.

The Committee's attention was drawn to a question which had been raised at its previous meeting regarding the overall outcomes of the resolutions that PIRC had voted on. Producing this information was considered to be an important measure of the effectiveness of voting activity by the Fund. It was reported that officers had taken this feedback to PIRC as the information had not previously been available to individual Funds. PIRC were currently working on this development and the information would be included in future committee reports as soon as it became available.

Decision Taken: The Committee noted the report.

5. Internal Audit Annual Report 2013/14, including the Audit Plan 2014/15

The Committee considered the internal audit annual report for the Lancashire County Pension Fund.

Based on the internal audit work undertaken during the year, the internal audit service was able to provide substantial assurance over the internal control environment for the pension fund and pension administration.

The Committee also received details of the internal audit plan of work for 2014/15 which amounted to 85 days.

Decision Taken:

- i. The Committee noted the internal audit annual report for 2013/14.
- ii. The Committee approved the internal audit plan for 2014/15, as presented.

Part II

6. Investment Performance Report

(Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. It was considered that in all the circumstances of the case the public interest in maintaining the exemption outweighed the public interest in disclosing the information)

The Committee considered a report on the performance of the Fund as at 31 March 2014, focussing on the key areas of:

- the funding position;
- cash flow;
- fund investment performance;
- management performance;
- investment allocations; and
- risk management of the Fund including liability, credit, liquidity, investment and operational risks.

It was agreed that future reports would include performance 'trend' indicators.

Decision Taken: The Committee noted the report.

7. Investment Panel Report

(Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. It was considered that in all the circumstances of the case the public interest in maintaining the exemption outweighed the public interest in disclosing the information)

The Committee received a report from the Investment Panel setting out the work of the Panel at its meeting held on 26 March 2014. The Committee's attention was specifically drawn to the following key areas:

- The Investment Context in which the Fund was operating;
- Short Term "Drag Reducing" Investments for consideration
- Short Term Regulatory Capital Relief Investment for consideration
- Property Strategy Update
- Property Investments for consideration
- Infrastructure Investment for consideration
- Investment implementation update

Decision Taken: The Committee noted the report.

8. Appointment of Independent Investment Adviser - contract extensions

(Exempt information as defined in Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. It was considered that in all the circumstances of the case the public interest in maintaining the exemption outweighed the public interest in disclosing the information)

The Chair of the meeting agreed that this item be dealt with as a matter of Urgent Business due to the timescales mentioned in the report.

The Committee considered a report in relation to the appointment of independent advisers to the Pension Fund Committee.

Decision Taken:

The Committee approved:

- i. The extension of the contract of Mr Noel Mills, as independent investment adviser to the Pension Fund Committee, until 30 June 2015 on the existing terms of appointment.

- ii. The extension of the contract of Mr Eric Lambert, as independent investment adviser to the Pension Fund Committee, until 30 June 2018 on the existing terms of appointment.
- iii. The process for the appointment of an additional independent adviser, as set out in the report now presented, and agreed that an Appointments Sub-Committee be established on the basis of two members of the Labour group, one member of the Conservative group and one co-opted member, to conduct interviews and appoint an additional adviser for a three year period with effect from 1 March 2015.

Agenda Item 9

Meeting of the Full Council Meeting to be held on 17 July 2014

Report submitted by: The Chief Executive

Part B

Electoral Division affected:
All

Report of the Lancashire Combined Fire Authority (Annex 1 refers)

Contact for further information:

Diane Brooks, 01772 866720, Lancashire Fire & Rescue Service
dianebrooks@lancsfirerescue.org.uk

Executive Summary

Annex 1 sets out a summary report of the Lancashire Combined Fire Authority following its meeting on the 23 June 2014. This is now presented to the Full Council for information.

Recommendation

That the report of the Lancashire Combined Fire Authority, as now presented, be noted.

Background Papers

Paper	Date	Contact/Directorate/Ext
Proceedings of the Lancashire Combined Fire Authority.	23 June 2014	Diane Brooks Lancashire Fire & Rescue Service

Reason for inclusion in Part II, if appropriate

N/A

Report of the Lancashire Combined Fire Authority (CFA) 23 June 2014

1. Combined Fire Authority Annual General Meeting (AGM)

The meeting held 23 June was the Authority's AGM and Members appointed County Councillors F De Molfetta and M Parkinson as Chairman and Vice-Chairman of the Authority respectively for 2014/15.

2. Welcome to New Members

The Chairman thanked past and continuing Members for their help during the past year and for their considerable contributions to the work of the Authority. He welcomed County Councillors Michael Green and Richard Newman-Thompson and Councillor Zamir Khan to the Authority and looked forward to another excellent year of Members working together for the safety and wellbeing of the people of Lancashire.

3. North West Fire Control Update

The Chief Fire Officer advised that the move of call handling from the existing Control Room at Service Headquarters to a joint Fire Control at Warrington took place at the end of May 2014. The North West Fire Control Centre incorporated not just Lancashire but also Cumbria, Cheshire and Manchester Fire and Rescue Services. The arrangements used the most up-to-date technology that had the ability to identify and despatch the nearest appliance for all critical fires. It also had enhanced features such as identifying the location when mobile phones are used and the new arrangements would provide a saving to Lancashire of £800k. As with any project of this scale and magnitude there were always teething problems which had now been largely overcome. Over the course of the next 6 months the systems would be reviewed and any refinements made as necessary. The next Strategy Day would present an opportunity for Members to tour the North West Fire Control and view the Control Room in operation.

4. Safety, Health and Environment Annual Review

The Authority considered the Safety, Health and Environment Annual Review Report for Lancashire Fire & Rescue Service covering the period 1st April 2013 to 31st March 2014. As the body with ultimate responsibility for staff health, safety and environmental compliance it was important that all CFA Members were aware of performance in this respect. The report therefore provided a summary of key actions, overall progress and outturn performance in respect of accidents and near misses and carbon emissions, together with a look forward.

The report summarised the arrangements in place to deliver the Service's Health and Safety Policy and provided a summary of health, safety and environment performance data. It included the reporting on occupational safety, health and environmental issues that had arisen during the period 1 April 2013 – 31 March 2014.

The Director of People and Development was pleased to report that 2013/14 had seen a very positive year in terms of overall safety, health and environment performance. The number of accidents where injuries were sustained by LFRS employees was the lowest recorded. LFRS continued to deliver projects to reduce its carbon emissions. The health and safety and environment management systems would continue to be developed and this was supported by

external reviews that advocated robust policies, systems and a positive culture were in place within the Service.

5. Fire Related Prosecutions

A report detailing prosecutions in respect of fire safety management failures and arson related incidents within the period 1 April 2014 to 31 May 2014 was endorsed by Members. There had been two fire safety convictions with a potential 5 cases pending. Detailed information was also supplied in relation to 3 Arson Convictions and 4 other convictions during the period.

Members noted that in the case of Lancashire Fire & Rescue Service V Peter Metcalf, Mr Metcalf was sentenced to 18 months imprisonment. This was the most severe sentence imposed nationally by a court since this offence was introduced under the Regulatory Reform (Fire Safety) Order 2005.

FRANK DE MOLFETTA
Chairman

LFRS
Fulwood

Phone: (01772) 533361

Email: Janet.mulligan@lancashire.gov.uk

Date: 15 July 2014

Dear Councillor

Meeting of the Full Council – 17 July 2014

Agenda Part C - Notices of Motion submitted under Procedural Standing Order 14. 2.1(a) and 2.1(b)

1. By County Councillor Cynthia Dereli:

The Transatlantic Trade and Investment Partnership is a bi-lateral free trade agreement which is currently being negotiated by the US and the European Union. The talks aim to eliminate barriers to trade in goods and services, to guarantee investor rights and promote regulatory co-operation.

This Council notes:

1. that the Transatlantic Trade and Investment Partnership (TTIP) is currently being negotiated between the US and the EU supposedly to pursue the interest of free trade.
2. TTIP negotiations are being conducted behind closed doors between representatives of the EU and US without transparency or democratic accountability.
3. TTIP would open up access to government procurement markets and eliminate preferential treatment to local suppliers and introduce investment protection provisions that include investor state dispute settlement (ISDS) mechanisms which allow investors to challenge state actions which they perceive as threatening to their investment.
4. ISDS mechanisms allow for disputes between investors and governments to be heard by tribunals of “experts” rather than resolved by the host state’s courts. The United Nations Conference on Trade and Development (UNCTAD) recently explained that **“foreign investors have recently used ISDS claims to challenge measures adopted by states in the public interest (for example, policies to promote social equity, foster environmental protection or protect public health).”**

This Council believes that:

1. the TTIP negotiations are potentially catastrophic for public services as the EU/US representatives are negotiating to hand over the right to regulate in the public interest without transparency or accountability to their electorates.

2. IDSD mechanisms would make it hard for any government to reverse liberalisation and privatisation without being sued by foreign investors. So whatever voters actually wanted, the trade treaty would place major barriers in the way of government giving expression to their democratic will.

This Council resolves:

1. to write to the Prime Minister and the Secretary of State for Business Innovation and Skills raising our serious concerns about the TTIP.
2. Offer support to the campaign by Unite to defend the NHS which is drawing attention to the potential impact of the TTIP.
3. Write to all borough/district councils in Lancashire to urge them to join us in opposing the potential impact of the TTIP.
4. to write to the County Councils Network and Local Government Association to urge them lobby on behalf of all Local Authorities on the potential impact of the TTIP.
5. Do all we can to publicise the dangers arising from this trade agreement for our NHS and other public services and jobs.

2. By County Councillor David Howarth:

Council recognises that participation in school sports plays a vital role in the health and wellbeing of young people, and expresses concern that at a time when the United Kingdom has the highest rate of child obesity in Western Europe, research also refers to a sharp decline in those taking part in school sports.

It believes that to increase and develop participation in sport, our schools deserve appropriate facilities in which school playing fields are paramount, and regrets the loss of 257 school playing fields nationally since 1997 with numbers continuing to decline.

Council therefore resolves to protect against any further loss of school playing fields in Lancashire unless it can be determined that they are no longer needed.

Yours faithfully

Jo Turton

Chief Executive

Agenda Item 11

(NOT FOR PUBLICATION: By virtue of paragraph(s) 5 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information)

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