

Lancashire County Council

Internal Scrutiny Committee

Friday, 18th May, 2018 at 10.00 am in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Agenda

Part I (Open to Press and Public)

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

3.	Minutes of the Meeting held on 16 March 2018	(Pages 1 - 6)
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4.	Household Waste Recycling Centres	(Pages 7 - 14)
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5.	Local Authority Funding and Income Generation Task Group Report	(Pages 15 - 34)
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6.	Work Plan and Task Group Update 2017/18	(Pages 35 - 58)
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7.	Urgent Business
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An item of urgent business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Member's intention to raise a matter under this heading.

8.	Date of Next Meeting
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The next meeting of the Internal Scrutiny Committee will be held on Friday 20 July at 10:00am in Cabinet Room B, County Hall, Preston.

L Sales
Director of Corporate Services

County Hall
Preston

Lancashire County Council

Internal Scrutiny Committee

Minutes of the Meeting held on Friday, 16th March, 2018 at 10.00 am in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Present:

County Councillor David O'Toole (Chair)

County Councillors

J Gibson	A Riggott
S Holgate	M Salter
E Lewis	D Whipp
J Mein	P Williamson
E Nash	G Wilkins
J Purcell	

1. Apologies

There were no apologies.

County Councillors Julie Gibson, Jennifer Mein, Jenny Purcell and Phillippa Williamson replaced County Councillors John Fillis, Azhar Ali, Paul Rigby and Jayne Rear respectively.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

None were disclosed

3. Minutes of the Meeting held on 19 January 2018

Resolved: That the minutes from the meeting held on 19 January 2018 be confirmed as an accurate record and signed by the Chair.

4. HS&R Update on the Preparedness of the County Council

The Chair welcomed Paula Bull, Resilience Service Delivery Manager; and Mark Taylor, Emergency Planning Manager, to the meeting.

The report presented explained that over recent years the Resilience Team within the Health, Safety & Resilience Service (HS&R) had, within the confines of delivering work to meet statutory responsibilities (Civil Contingencies Act) and satisfy external regulators and partnerships, continued to develop and improve the preparedness of the county council.

The report summarised the current position of the county council with respect to preparedness in these arenas and was broken down for ease into specific functional areas.

Members enquired how businesses were supported in emergency situations. Part of the Resilience Team's responsibilities was to provide support to people affected during an emergency and this was done through an Emergency Response Group. This was a group made up of volunteers who would provide emotional and practical support to people impacted by an emergency. The volunteers were LCC staff or ex-employees. There were over 70 members in the group.

It was highlighted that support materials for schools had been developed. The School Emergency Plan Template had been reviewed and refreshed and was uploaded onto the School's Portal in June 2017. Further discussions were underway around a training package teachers could use with primary school children about resilience.

Members enquired what support there was for businesses badly affected in emergency situations. It was confirmed that discussions would take place between authorities in two-tiered authority areas to see who would take the lead in support of businesses. If more than two districts were affected then LCC would step in and lead. LCC would provide business continuity advice before emergency situations occurred.

The question of the team's resilient capacity for responding to wide scale emergencies was raised. Members were advised that when there was a wide scale event, there was a strategic group which came together for response. All affected district councils were in this group along with LCC. It was important to identify needs and respond accordingly. Emergency response teams now wore tabards so they could be easily identified.

In terms of preparedness, Members asked how LCC supported the volunteer groups. The Resilience Team provided training for these groups, advised on assistance and signposted to funding. It was important to link the groups into LCC's response. In addition there was a substantial support package in place for these volunteer groups.

It was noted that flood action groups had their own updated lists of vulnerable people and the question was raised as to what contact the Resilience Team had with these groups. Members were advised that community involvement and resilience groups were largely driven by experience of emergencies.

It was pointed out to the Committee that the Resilience Team operated in compliance with the law. Scrutiny for the CoMAH Regulations and the REPIR Regulations for nuclear and chemical sites was done by the Health and Safety Executive (HSE) and the Environment Agency (EA) and gave the Resilience Team a rating. The CCA was currently not under any scrutiny from central

government. There was a Resilience Capability Survey carried out every two years which reviewed LCC against other local authorities in the country

It was noted that the Resilience Team was doing considerable work on emergency responses with local groups. The committee stated it would be a good idea to link county councillors into the work being done with local groups.

The Resilience Team was working on better publicity and promotion for its 'Stay in the Know' website. The website had been running through the Lancashire Resilience Forum for about two years.

Resolved: That;

- i. The report presented be noted.
- ii. It be noted that the Authority is currently meeting all its legal and contractual requirements in relation to resilience (emergency preparedness).

5. Health, Safety & Resilience Overview and Risk Register

Paula Bull, Resilience Service Delivery Manager; and Mark Taylor, Emergency Planning Manager, presented a report which gave an overview of the Health, Safety and Resilience Service (HS&R Service) which operated within a plethora of legislation and internal policy to help protect the wellbeing of LCC staff, by providing a safe and supported work environment; and the wellbeing of the population of Lancashire by ensuring robust plans (and a resilient response) were in place to help mitigate the effects of natural and man-made incidents and large scale outbreaks of disease.

Much of the work of the Resilience Team within the service was linked to internal and external risk registers which provided a basis for much of the work production and through the Community Risk Register in the form of 'Preparing for Emergencies in Lancashire' provided the public with a link to risk based information.

It was noted that there was tremendous support from voluntary agencies for aiding the Resilience Teams response. The team was now looking at taking the care to the people, instead of the people to the care.

Members felt there could be better ways of publicising the emergency contact numbers, maybe in business card format.

Members raised their concerns over the 101 phone number service and stated that it was swamped in times of emergencies with long waiting times. A request was made for LCC to explore the option of a dedicated number that would be open to the public.

Resolved: That the;

- i. Report presented be noted.

- ii. Uptake of places on the specific LCC elected member training amongst their colleagues be promoted.
- iii. Use of 'In The Know' to be public be promulgated.

6. Progress Report on the Reopened Libraries

The Chair welcomed Julie Bell, Head of Service – Libraries, Museums, Culture and Registration Services; and Steve Lloyd, Libraries, Museums, Culture and Registration Services Manager, to the meeting.

The report presented provided information and progress on the reopening of libraries across Lancashire. Regarding the next steps the libraries that had reopened had upgraded public library network computers. Another key delivery service was mobile provision and home library service and the team was working on a review of this. The committee was informed that LCC delivered a prison library service to five prisons in Lancashire. Friends groups were key to moving forward. Workforce development was also vitally important particularly around information and digital.

The committee was informed that there was coordination between libraries in different geographical areas for different late night openings and different closed days.

Sustainability of the libraries was a major concern. The team was working closely with friends groups around sustainability. Councillors could get involved with communities in forming more friends groups. It was also working with volunteers and the issue around self-service machines. It was vital to work collaboratively with communities. The team was also working closely with the Asset Management Team.

Members were informed that a performance tool was in place which collected information for each individual library to see how they were performing. This information was available for county councillors, management team and the staff of the libraries. It was highlighted that performance was not just about issuing books but also what activities were taking place in the libraries.

The committee praised the prison library service as this had proved a very successful delivery service. The service was nationally recognised as well as the home delivery service and the mobile library service. It was noted that the digital library service was a growth service and an extremely successful and accessible service.

Resolved: That the progress on the reopening of the libraries programme be noted.

7. Work Plan and Task Group Update 2017/18

The work plan for the Internal Scrutiny Committee for the 2017/18 year was presented. The topics included were identified at the work planning workshop held on 23 June 2017.

Members requested the topic of Winter Service Plan be brought forward.

In relation to the 'grit bin' task group, it was requested that it be noted that the issue was much broader issue than grit bins. And that it should also include prioritisation of routes.

Resolved: That the work plan be noted.

8. Urgent Business

There were no items of Urgent Business

9. Date of Next Meeting

The next meeting of the Scrutiny Committee would take place on Friday 18 May 2018 at 10.00am in Cabinet Room B (The Diamond Jubilee Room) at the County Hall, Preston.

L Sales
Director of Corporate Services

County Hall
Preston

Internal Scrutiny Committee

Meeting to be held on Friday, 18 May 2018

Electoral Division affected:
(All Divisions);

Household Waste Recycling Centres

(Appendix 'A' refers)

Contact for further information:

Steve Scott, Tel: 01772 533755, Head of Service - Waste,

steve.scott@lancashire.gov.uk

Executive Summary

The Household Waste Recycling Centre (HWRC) service was brought in-house on 1st April 2018 after many years of being delivered by a third party under contract. In the last few years performance of the service has fallen and staff morale has been extremely low.

Addressing these issues will be a priority for the waste team. However, the move to in-house provision also gives the opportunity to conduct a fundamental review of all aspects of the recycling centre service which has generally been in its current format for more than two decades.

There is also the opportunity to focus operations on achieving greater reuse of the waste items received and increase the social value realised from the resources delivered to the recycling centres. This will require greater interaction with customers and staff actively sorting through waste. These changes will be supported with increased communications about the environmental importance of reuse and promotion of the social benefits achieved by the council from waste delivered to its facilities.

Recommendation

The Internal Scrutiny Committee is asked to note the content of the report and to provide comment and feedback.

Background and Advice

The Environmental Protection Act 1990 puts a statutory requirement on waste disposal authorities to provide places 'at which persons resident in its area may deposit their household waste'. Lancashire County Council provides 15 recycling centres details of which are provided in Appendix 'A'.

For many years the delivery of the recycling centre service was outsourced. Partly for reasons of procurement cost risk, but also to add greater flexibility to how the service is delivered, the Cabinet Member for Environment, Planning and Cultural Services took the decision in March 2017 to recommission the provision of the service on the basis of a predominantly 'in-house' delivery model with effect from 1 April 2018.

As such, with the exception of transport services which have been outsourced separately, delivery of the service now sits with the council and 139 staff transferred from the previous provider, Suez Recycling and Recovery Ltd ("Suez") under TUPE regulations. The removal of restrictions imposed by an overarching contract now gives the opportunity to reconsider all aspects of the service; which has been in its current form for over 20 years.

Performance of the service, particularly with respect to recycling rates, has always previously been relatively stable but the last few years has shown a decline, as identified in Appendix 'A'. There are a number of contributing factors to this including low staff morale, difficulties with transport management and the fact that the contract was known to be coming to an end for some time.

Another factor that may have affected HWRC performance is the level of investment in training, staff development and physical site infrastructure. It is often symptomatic of relatively short term contracts where there is potential that the service may transfer to another provider, or indeed back to the council, at the end of the contract term that investment in staff and infrastructure is not provided at a sufficient level throughout the contract to maintain performance levels.

As part of the transfer the council has made investment in new equipment and site infrastructure, a review of welfare facilities on the recycling centres has been conducted and staff now have access to the council's training portfolio as well as all of its support services. It is considered that better support for, and investment in, the workforce will be the foundation for improving HWRC service performance.

Alongside this, it is important to also review wider aspects of the operation of the facilities to consider ways to improve operational performance and financial efficiency. In 2017/18, 41,522 tonnes of recycling centre waste was landfilled at an approximate cost to the council of £4.7m. Reducing the cost of this landfill bill is to be a key focus in delivery of the service going forward.

HWRC service review

Aside from minor changes in between contracts, and the introduction of the inert waste policy in 2015, the recycling centre service has been in its current form for many years. The contracting model makes it difficult to introduce new ways of working as these can provide uncertainty during tendering and inflate costs. Making changes during the contract term has to be done by negotiation, with the council often not receiving the full benefit of any financial savings.

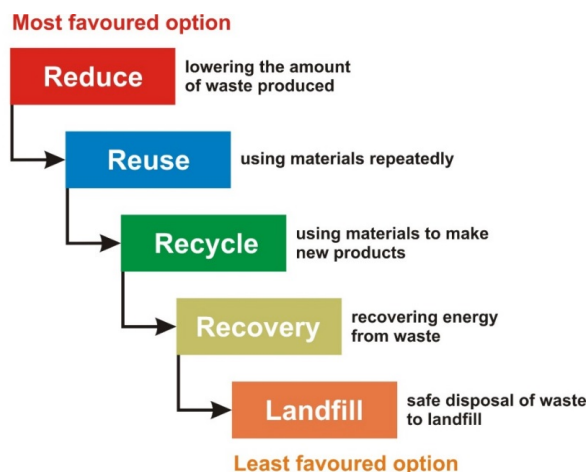
The transfer of the service provides the opportunity to completely review service provision. It is intended that a full service review is conducted including, but not being limited to, the following:

- site opening hours
- usage against days open
- staffing numbers
- waste types accepted at each facility
- acceptance of 'cross border' waste
- options for charging for non-household wastes
- assessment of barriers to increasing recycling
- infrastructure review
- site modernisation and improvement options

Whilst it is necessary to contemplate savings and efficiencies as part of this review an important consideration must be that any proposed changes take into account the general requirement to reduce landfill disposal and increase recycling and reuse.

Waste reuse

Application of the "Waste Hierarchy" by local authorities is a requirement of the Waste (England and Wales) Regulations 2011. It ranks waste management options according to what is best for the environment; giving top priority to preventing waste then, when waste is created, giving priority to preparing it for re-use, then recycling, then recovery; and last of all disposal.



The contract with Suez required reuse of waste items but was not specific as to how this must be achieved. There was also no requirement to achieve social value as this would have been very difficult to specify within the contract. Suez's model for reuse was simply to sell certain items on to 'bric a brac contractors' who would in turn trade items at car boot sales and the like. However, Suez employed only one bric a brac contractor per centre and each contractor was prescriptive about the items it wanted; often prioritising high value items with easy re-sale potential. As a result some good quality reusable waste items have ended up in landfill.

In January 2017 the council bought out the bric a brac contract at the Preston HWRC and opened a reuse shop stocked by waste diverted from the recycling centre. In its first year the shop diverted over 30 tonnes of waste from landfill and generated an income of over £60,000. Whilst it is a requirement that the shop covers its own costs the general principle of operation has not been about income but making waste items available to those who want them and can make use of them, at extremely low and affordable prices.

In addition, having access to the waste has given the waste service the opportunity to look at other ways to support organisations, communities and residents and several initiatives have been developed to reuse waste items including:

- Supply of toiletries to a women's refuge
- Supply of equipment to local gardening groups
- Provision of disability aids to a charity for distribution in Africa
- Collection of wood for use in teaching carpentry skills at Wymott Prison
- Provision of bicycles to community groups and Active Lancashire
- Work with the Children and Family Wellbeing Service to provide items for vulnerable families
- Creation of volunteer opportunities in the shop, for PAT testing electrical items and repairing/testing bicycles

These initiatives have been delivered using just the waste from Preston recycling centre. Countywide, with the council in direct control of the waste delivered to the facilities, there is the opportunity to hugely improve the social value realised from the waste received.

It is intended therefore that the council adjusts the focus of its recycling centres to ensure greater reuse of the waste delivered and seek to generate social value. This will mean changes in the way the facilities currently operate, including more direct engagement with members of the public and staff actively sorting through items delivered.

This may be considered inconvenient or intrusive by some customers and as such it is also intended that a detailed communications and education campaign about reuse be developed, including promotion of the social value that the council is achieving from its reuse activities through media, social media, on the website and at the recycling centres themselves.

Whilst this initiative will help to divert some waste from landfill it should be noted that waste reuse won't reduce landfill in huge quantities. A large proportion of the waste landfilled is that which is very difficult to reuse, such as mattresses and carpets, or is simply damaged or broken. Reuse activities are also quite resource intensive from a staffing perspective (although it is intended that the initiative be delivered within existing resources) and it is difficult to put a monetary value on the social impact that is achieved. So the overall benefits can be difficult to measure or accurately report.

However, there clearly exists an opportunity to operate our recycling centres in a manner which is better for the environment, supports communities, other

organisations and Lancashire residents; and importantly makes much better use of the resources delivered to recycling centres which are currently treated as waste.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Financial

It is intended that the review of the HWRC service and also the proposed changes to operations to prioritise waste reuse be delivered using existing resources and within the current service budget.

Risk management

There is potential that some customers may not be happy with the change to operations or having their waste sorted and reused. This will be mitigated by increased communications outlining the environmental benefits of reuse and promoting the social value that is achieved.

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

Paper	Date	Contact/Tel
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N/A

Appendix A

Lancashire's Household Waste Recycling Centres

HWRC	Annual tonnage received (2017/18)	HWRC	Annual tonnage received (2017/18)
Carnforth	4,651	Skelmersdale	6,753
Lancaster	12,358	Longridge	2,861
Fleetwood	8,508	Clitheroe	3,435
Lytham	8,551	Altham	6,553
Preston	9,806	Burnley	11,307
Farington	13,365	Barnoldswick	2,904
Chorley	11,121	Haslingden	4,552
Burscough	4,556		

Household Waste Recycling Centre Tonnages and Performance

	13/14	14/15	15/16	16/17	17/18
Annual tonnage received	131,882	138,034	109,554	106,614	112,180
Tonnage Landfilled	32,676	34,355	34,958	36,694	41,522
Tonnage Recycled	48,415	51,232	47,647	49,256	48,464
Tonnage Composted	11,307	11,758	10,675	11,609	13,090
<i>Inert waste</i>	<i>39,485</i>	<i>40,689</i>	<i>16,274</i>	<i>9,053</i>	<i>10,007</i>
Recycling Rate (excludes inert waste)	65%	65%	63%	62%	60%

Internal Scrutiny Committee

Meeting to be held on Friday, 18 May 2018

Electoral Division affected:
(All Divisions);

Report of the Local Authority Funding and Income Generation Task Group

Appendix 'A' refers

Contact for further information:

Samantha Parker, Tel: 01772538221, Legal and Democratic Services,

sam.parker@lancashire.gov.uk

Executive Summary

Provided at Appendix 'A' is the report of the Local Authority Funding and Income Generation Task Group

Recommendation

The Internal Scrutiny Committee is asked to:

- i. Support the recommendations of the Task Group, as set out in the report at Appendix A;
- ii. Consider the appropriate mechanism for reviewing the responses to the Task Group's recommendations.

Background and Advice

At the 21 July and 22 September meetings of the Internal Scrutiny Committee, the following presentations were provided to members:

- Local Authority Funding Update
- Statutory and non-statutory services
- Lancashire County Council Income Update

From discussions following the presentations, it was agreed that a task group would be established to consider options in the following areas:

- Statutory/non-statutory services
- Income generation – funding streams/traded services
- Commercialisation
- Property portfolio

Membership of the Task Group

The following county councillors were appointed to the task and finish group:

- County Councillor Jayne Rear (chair)
- County Councillor Steven Holgate
- County Councillor Erica Lewis
- County Councillor Edward Nash
- County Councillor Paul Rigby
- County Councillor John Shedwick
- County Councillor David Whipp

Scope of the Scrutiny Review

The focus of the task and finish group was to identify various areas that could potentially provide an increase in income to support the financial sustainability of the county council.

The review sought to:

- Investigate further the current traded services available across the county council to identify any possible areas where traded services could be introduced/further enhanced.
- Understand and consider the current property portfolio to identify any potential scope for further streamlining.
- Further understand the statutory and non-statutory services with a view to making recommendations on potential scope to reduce any non-statutory services further.
- Understand and investigate funding streams not currently utilised by the county council and current income streams such as business rates, revenue funding grants etc. with a view to identifying potential ways to further maximise this area of funding.
- Understand and consider the possibilities around commercialisation from the documentation provided, case studies and/or discussion with other authorities who have used this method successfully.
- Make recommendations on how the county council could improve income generation through the use of additional funding streams, traded services and/or commercialisation.

Consultations

NA

Implications:

This item has the following implications, as indicated:

Risk management

This report has no significant risk implications.

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

Paper	Date	Contact/Tel
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NA		
Reason for inclusion in Part II, if appropriate		

NA



Local Authority Funding and Income Generation

Overview and Scrutiny Review – May 2018

For further information regarding this report, please contact

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Background to the Review

At the 21 July and 22 September meetings of the Internal Scrutiny Committee, the following presentations were provided to members:

- Local Authority Funding Update
- Statutory and non-statutory services
- Lancashire County Council Income Update

From discussions following the presentations, it was agreed that a task and finish group would be established to consider options in the following areas:

- Statutory/non-statutory services
- Income generation – funding streams/traded services
- Commercialisation
- Property portfolio

Membership of the Task and Finish Group

The following County Councillors were appointed to the task and finish group:

- Jayne Rear (chair)
- Steven Holgate
- Erica Lewis
- Edward Nash
- Paul Rigby
- John Shedwick
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- Understand and consider the current property portfolio to identify any potential scope for further streamlining.
- Further understand the statutory and non-statutory services with a view to making recommendations on potential scope to reduce any non-statutory services further.
- Understand and investigate funding streams not currently utilised by the county council and current income streams such as business rates, revenue funding grants etc. with a view to identifying potential ways to further maximise this area of funding.
- Understand and consider the possibilities around commercialisation from the documentation provided, case studies and/or discussion with other authorities who have used this method successfully.
- Make recommendations on how the county council could improve income generation through the use of additional funding streams, traded services and/or commercialisation.

Methodology

The task group considered documentary evidence from a variety of sources both through internal services and external sources. Meetings were held with senior officers within the county council representing a range of services.

Officers

The following senior officers were consulted with by members as part of this review:

Local Authorities:

- Neil Kissock, Director of Financial Services, Lancashire County Council
- Andrew Good, Head of Financial Management, Lancashire County Council
- Ajay Sethi, Head of Learning and Skills(Start Well), Lancashire County Council
- Mel Ormesher, Head of Asset Management, Lancashire County Council

Documents

[Enterprising councils: Supporting councils' income generation activity. From the Local Government Association](#)

[Public Finance innovation Awards 2017: Winners Guide](#)

[Delivering change: How city partnerships make the most of public assets. From the Centre for Cities](#)

Websites

All information provided via reports and presentations from the Internal Scrutiny Committee meetings:

[Browse meetings - Internal Scrutiny Committee](#)

Traded Services information:

<http://www.lancashire.gov.uk/council/organisation-and-partnerships/traded-services.aspx>

Eco-commerce useful websites:

<https://solartribune.com/how-to-store-solar-energy/>

<https://www.azocleantech.com/article.aspx?ArticleID=488>

<https://swedishcleantech.se/english/cleantechsectors/recyclingandwaste.4.32e88512143a83807392852.html>

<http://www.thechargingpoint.com/beginners-guide.html>

<https://www.nationalgrid.com/uk/about-grid/our-networks-and-assets/how-we-balance-electricity-transmission-system>

<http://www.whytelight.co.uk/>

<http://www.alderking.com/energy-project>

LGiU Investing in Prevention – information on a project undertaken by Camden Borough Council to look more closely at spend on 'preventative' or 'early action' services:

<https://www.lgiu.org.uk/investing-in-prevention/>

Glossary of Terms and Abbreviations

- PROP Scheme - Pooled Resources Operational Plan: non-profit making building and maintenance scheme for all primary, nursery, special schools and ACERS
- SEND - Lancashire Special Educational Needs and Disabilities service provides support for children with identified additional educational needs.
- LPDS - Lancashire Professional Development Service: Provision of professional training and development through a range of courses and conferences covering curriculum subjects and cross-curricular issues.
- LCDL - Lancashire County Developments Ltd: A company limited by guarantee which is overseen by Lancashire County Council's Economic Development Service.
- PwC - PricewaterhouseCoopers: A multinational professional services network.
- Schools' Portal - An information service provided to schools, giving a whole host of information for head teachers, clerical staff, teaching staff, non-teaching staff and governors.
- Eco-commerce - Business, investment and technology development model that employs market based solutions balancing energy needs and environmental integrity.

Context

Lancashire County Council is the fourth largest council in the UK and serves a population of 1,198,800.

Lancashire has 593 maintained schools and 38 academies serving 166,300 children and young people with five University campuses located in the county. In addition, Lancashire has one of the largest economies in the North of England with almost 52,000 businesses.

Lancashire County Council's Budget 2017/18

The county council's net budget for 2017/18 was £724.822m. The "funding gap" is the difference between the Council's forecast income and expenditure. If steps are not taken to reduce the funding gap by 2021/2022 it is forecast to be around £144m. This is driven both by reductions in central government funding and also increases in demand for services, especially relating to social care.

Income

The Council's core funding comes from Council Tax, Business Rates, and Revenue Support Grant.

Funding Streams

❖ Revenue Support Grant

This is the main funding support received by councils from central government. The government has been reducing the level of this grant in recent years, with the aim of removing it completely by 2020, to be replaced by Business Rate Retention (see below). Reductions in this funding has had a significant impact on the budget of the county council.

❖ Council Tax

From information provided in July 2017, benchmarking information completed by PwC comparator analysis with the other 26 county councils showed that Council Tax income in Lancashire was the third lowest nationally based on income per head.

❖ New Homes Bonus

The New Homes Bonus was introduced to encourage local authorities to grant planning permissions for building new homes in return for additional revenue. As part of the provisional settlement announced in December 2016, the Secretary of State announced that payments would be received for five years from 2017/18.

❖ Business Rates Retention Scheme

In 2015 the Chancellor announced that local government would be able to keep 100% of business rates by 2020. Although work on this is progressing, the impact on the county council is not yet known.

Service Areas with Commercial Activity

There are a number of service areas with commercial activity. The following list is a sample of such service areas. It is not exhaustive and in no particular order.

Service	Service areas
Estates	Funding traveller sites External client services
Design Group	Design work for externally funded schemes PROP scheme
Children's Services	Outdoor Education Lancashire Music Service School Catering Learning Excellence Governor Services HR - Schools Health and Safety Services to Schools Aspects of School Improvement SEND Teaching and Educational Psychology Service
Libraries, Museums, Culture and Registrars	Lancashire Museum Service Conservation Studios Community Heritage Service Arts Development
Waste	Refuse derived fuel Recycling activity
Assets	Income from properties

Key Findings

Traded Services

As part of the review of traded services, several aspects of the portfolio were reviewed around the possibilities for improved revenue streams.

❖ Catering

A review undertaken on the current position of service delivery across Lancashire identified that approximately 85% of schools in Lancashire buy into the catering service and in addition around 17 residential homes run by the county council. From this, the possibility of increasing the opportunities for the provision of catering services was discussed to open up the service provision to more schools, borough councils and hospitals.

❖ Buildings

A review of the buildings currently identified as part of traded services highlighted that further, more detailed reviews would be appropriate in order to explore potential additional service provision to generate further income streams including:

- Woodlands – this site was recently closed down for teacher training and as a conference centre. It is a highly accessible venue with good parking facilities.
- Outdoor Education Sites – namely Hothersall Lodge, Borwick Hall, and Tower Wood. Whilst term time uptake at these sites is good, better use could be made of the facilities at weekends and during school holidays.
- Use of Gawthorpe Hall and other appropriate buildings as locations for weddings and other celebrations.

❖ Governor Services

Approximately 95% of schools engage with some aspect of the traded Governor Services, and there was limited opportunity to extend the service within Lancashire. However, the service was highly valued by schools and enjoys a good reputation for the quality of its work. It was felt that there could be an opportunity to explore the option of taking the service beyond Lancashire, although noting that it would be important that such a step would not affect the service to Lancashire's own schools.

❖ Schools' Portal

This is an information service provided to schools across Lancashire. It was identified that there could be an opportunity to explore whether this system could be provided to other local authorities.

❖ Teacher Training – LPDS

The constraints on school budgets and logistics have resulted in a fall in numbers at teacher training events. However, there is potential scope for income generation by offering educational resources prepared by a well-respected group of Teaching Consultants using an online service. The success of this online service is

highlighted by the fact that schools in Hong Kong, Russia the UAE, Uzbekistan and the Philippines have previously or already buy into the online service provided by the county council and there is the potential to offer this service across the UK and more widely.

Statutory and Non-Statutory Services

The county council has a statutory responsibility to deliver services across a number of services areas including adult and children's services, public health and wellbeing, community services, and support services such as HR, Legal and Finance. Although the county council has a statutory responsibility to deliver these services, there is no specific remit as to how those services should be provided.

Further to this the county council has a number of services that are regarded as non-statutory. There are elements of non-statutory services which sit within and support statutory functions. In addition, non-statutory services may be delivered for a number of reasons:

- Reduction or withdrawal in service would increase risks e.g. street lighting
- To prevent escalation to higher cost services
- The service generates a net income to the county council to support overheads

It was concluded that as the non-statutory elements of the 2017/18 budget largely supported the delivery of statutory services, there was little scope to cut these further.

However, it was felt that with some services which support health and wellbeing activities, in particular where services work very closely with NHS, there was an opportunity to identify overlap, duplication and develop better co-ordination which could reduce costs to the county council. Therefore the task group, in assessing the review of statutory and non-statutory services concluded that a working group could be established by the Health Scrutiny Committee to assess and identify better joint working opportunities that might exist between the county council and the NHS.

In addition, it was acknowledged that although it was outside of the remit of the task group work, an awareness and understanding of better investment in prevention across all services provided by the county council could further support the reduction in costs in intervention.

Property Portfolio

To understand the current property portfolio with a view to identifying any potential scope for further streamlining, a number of services were considered.

❖ Estates

The Estates service covers a wide range of areas which includes the estates management activity. This area of work incorporates the management of the operational premises, surplus sites and/or premises and the commercial activity required. The Estates services also provides the management of the LCDL commercial portfolio. This portfolio includes 170 tenants with c£4million annual turnover, and covering about 1 million square feet of commercial property.

❖ Facilities Management

The key services provided by Facilities Management include managing the county councils office space allocation, property management traded services and the provision of the building cleaning service, which is a traded service to a number of external partners. It also provides services for external clients and manages relations with internal occupiers of county council's building space.

❖ Asset Management

The Asset Management service has a number of key service areas. Their main focus areas are to maintain the asset register, delivery lead for Property Strategy and delivery of Community Asset Transfer. In addition, the team provide support in relation to the potential co-location of services with other public sector partners, management of the council's energy use, premises compliance and capital programme for condition and suitability works.

It was concluded that there was a need to conduct a county wide review of the portfolio to further understand existing capacity and to identify any areas for further analysis which could include:

- Solar panel installation on county council properties.
- Installation of wind or solar farms on existing land.
- Infra-red heating and low cost lighting installation in existing county council buildings where appropriate.

Commercialisation

Many of the findings included as part of this review were carried out through web based research, particularly around the eco-commerce potential. Also of particular interest is the work undertaken by the LGA to understand this area of income generation activity in response to reducing budgets, increasing costs and demand for services.

From initial research into the various county council services, the following areas were identified for further income generation exploration:

- Transport service – as the county council currently has a large fleet, there could be scope for commercial use.
- Highways service – scope for the county council to build for private construction.
- Installation of additional electric car charging points.

From this research, the task group felt that further consideration could be given for a thorough review to be undertaken of what the county council own and what services are in place that may have commercial viability (assets, expertise and market potential).

In relation to eco-commerce for Lancashire County Council, a number of options were identified for further exploration which included the installation and use of solar energy utilising the current council buildings and land. Further to this would be the potential scope to utilise existing land or buildings to store electricity to sell back to the National Grid or to provide electricity to supply charging points for electric cars.

Another option in relation to the production of electricity would be to explore the possibility of wind farms utilising any existing land that could be identified in the property portfolio.

In relation to the recycling of waste, information was sourced through a desktop exercise on the process utilised in Sweden to produce electricity from waste. They are recognised as global leaders when it comes to dealing with and recycling waste with 99% of all household waste recycled as either energy or materials, and this could be an option to further explore.

Conclusions

Lancashire County Council has faced an unprecedented period of financial challenge and whilst good progress has been made in addressing the forecast financial shortfall, further work is needed to ensure the county council can achieve a financially sustainable position.

From the reviews conducted across all areas identified by the task group, it was concluded that there were many areas that could be explored further which could potentially increase income to support the financial sustainability of the county council or to consider different ways in maximising services that have a community benefit or contribute to economic regeneration. Depending on the outcome to be achieved the county council will need to consider the most appropriate operating model to achieve this.

One of the challenges facing Lancashire County Council in maximising the potential income generation identified as part of the work completed by this task group, is the skills mix and expertise required to further investigate, identify and manage the potential risks against the advantages particularly around commercialisation projects. Lancashire has excellent staff with a wealth of experience and skills, but to properly explore innovation in income generation, would require specialist knowledge and expertise and the county council may need to consider investment in outside support to help deliver long term benefits. In addition, the county council would need to look more closely at the current governance arrangements in place to ensure they are robust enough to manage the risk variance.

It appears to be widely acknowledged that there is an opportunity for further exploration of the potential scope of commercialisation, which is further highlighted by the inclusion of this in the recently published county council Operational Plan. In addition, a number of government agencies are providing conferences and events on this subject matter.

However, one clear message that has been consistent throughout this work is that Lancashire County Council acknowledges the changing landscape of local government funding but needs to continue to further explore a variety of new potential income streams to become more sustainable in the future.

Recommendations

The task group recommends that consideration could be given for further exploration and/or the undertaking of feasibility studies and risk assessments to the following identified areas within:

1) Traded Services:

- a. The scope to reopen the Woodlands site in Chorley not only for teacher training and conferences in Lancashire but due to its location, as a suggested North West Regional Training Centre and offer to space to private businesses, colleges, universities, LEP etc.
- b. The scope to open Borwick Hall, Towerwood and Hothersall Lodge for weekend and out of term time conferences and also for outdoor learning opportunities for families and groups.
- c. The marketing of Gawthorpe Hall and other appropriate buildings as part of the county council's portfolio as a location for weddings and other celebrations.
- d. The use of Tower Wood (in the Lake District) during the school holidays and its potential use for:
 - A high quality hotel or B&B facility operating on a commercial basis in the open market.
 - Vulnerable families for breaks and opportunities to work together.
 - Clubs using the Lake District.
 - Technical and specialist training facilities – for example sailing courses, fell walking centre, mountaineering, mountain biking, etc.
- e. The scope to extend the Governor Services provision to schools outside of Lancashire.
- f. The opportunity to extend the Schools' Portal service to other local authorities.
- g. The opportunity to generate additional income through the offer of educational resources using an online service.
- h. The possibility of increasing the opportunities for the provision of catering services.

2) Statutory and non-statutory services:

- a. The Health Scrutiny Committee or its Steering Group undertake of a review to assess and identify better joint working opportunities that might exist between the county council and the NHS.
- b. A review by all of the scrutiny committees to understand opportunities available for better investment in prevention across all services provided by the county council which could further support the reduction in costs in intervention.

3) Property portfolio:

- a. A county wide review of the property portfolio with the aim to better understand the existing activity and identify areas for further analysis.
- b. Assessment of the possibility of solar panel installation on county council's properties.
- c. Exploration of the use of county council land to install wind or solar farms.
- d. Exploration of the installation of infra-red heating and low cost lighting in all county council buildings.

4) Commercialisation:

- a. Building on the current programme of car charging points across Lancashire, the exploration of a charging mechanism to generate income from additional electric car charging points.
- b. Further to 3 c), exploration of the use of county council land to install battery farms to store excess electricity to sell back to the National Grid or to provide electricity to car charging points.
- c. Assessment of the options available to produce electricity from waste.
- d. A thorough audit of what the county council have and own that have commercial viability.

The task group is grateful for the support and advice of those who provided information and evidence to support its work.

Internal Scrutiny Committee

Meeting to be held on Friday, 18 May 2018

Electoral Division affected:
(All Divisions);

Work Plan and Task Group Update 2017/18

(Appendices 'A' to 'F' refer)

Contact for further information:

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Executive Summary

The Plan at Appendix 'A' is the work plan for the Internal Scrutiny Committee.

The topics included were identified at the work planning workshop held on 23 June 2017.

Recommendation

The Internal Scrutiny Committee is asked to:

- i. Note and comment on the report and corresponding appendices;
- ii. Note that a work planning meeting will take place in June to discuss and identify topics to be included in the work plan for 2018/19 municipal year.

Background and Advice

A statement of the work to be undertaken and considered by the Internal Scrutiny Committee for the remainder of the 2017/18 municipal year is set out at Appendix 'A'. The work plan is presented to each meeting for information.

An overview of all current agreed Task and Finish Groups across all of the scrutiny committees is set out in Appendix 'B'. The overview report will be presented at each meeting for information.

In addition, the Committee are requested to note and comment on the work plans included for all other Scrutiny Committees as set out in Appendices 'C' through to 'F' (Children's Services, Education, External Services and Health).

Members are also requested to note that work planning sessions will be taking place across all of the scrutiny committees in May and June to identify topics to be included in the work plans for 2018/19 municipal year.

Consultations

NA

Implications:

This item has the following implications, as indicated:

Risk management

This report has no significant risk implications.

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

Paper	Date	Contact/Tel
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NA

Reason for inclusion in Part II, if appropriate

NA

Internal Scrutiny Committee Work Plan 2017/18

Date to Committee	Report	Lead Officers	Outline reasons for scrutiny/scrutiny method
21 July 2017	LA funding	Steve Browne	To ascertain the funding streams and mechanisms that the County Council is subject to
	RIPA	Ian Young	Annual report of the Regulation of Investigatory Powers Act 2000 activities
22 September 2017	Statutory and non-statutory services	Steve Browne	To also include what the council currently doesn't do but if it did could potentially save money in the future
	Income generation	Steve Browne	Report on the current and potential income streams of the county council
17 November 2017	TAMP	Mel Ormesher	Update following TAMP briefing in Sept
	Winter gritting	Phil Durnell	Preparedness
	Highway verges	Phil Durnell	Grass cutting/street scapes/weeding contract
19 January 2018	Council budget	Neil Kissock	Budget proposals from the following Cabinet Members: <ul style="list-style-type: none"> • Michael Green – Economic Development & Planning • Keith Iddon – Highways and Transport • Peter Buckley – Community & Cultural Services

			<ul style="list-style-type: none"> • Leader & Deputy Leader
16 March 2018	Civil Contingencies	Alan Wilton	Information relating to risk
	Emergency resilience	Alan Wilton	Update on the preparedness of the county council
	Libraries	Julie Bell	Update on the progress of the re-opening of libraries
18 May 2018	Household Waste Recycling Centres	Steve Scott	Changes and risks Recycling Update on site changes
	Local Government Funding and Income Generation	CC Jayne Rear	To present draft report from the task group
Other topics not yet scheduled	Enforcement of planning controls		
	Countryside matters		
	Update on planning matters		
	Street lighting – energy spend update		
	Highway verges – additional funding monitoring (Nov 18)		
	Winter Service Plan 2018/19 (Summer 2018)		
	Funding Supported Housing – post consultation		

Scrutiny Committees – Task Group Work Overview

Scrutiny Committee	Task Group Title	Number of Members	Start Date	Anticipated End Date	Progress	Actual End Date	Outcomes
Internal	Local Govt Funding and Income Generation	7	23/10/17	May 2018	Draft report to committee in May 2018.	May 2018	
Education/ Children's Services	Supporting Pupils at School with Medical Conditions	7	28/11/17	July 2018	Draft report to Children's Services Scrutiny Committee anticipated by July 2018.		
Internal – agreed at Full Council	'Does Local Government work for women'	7	15/2/18	TBC	Good progress to date with meetings booked currently through to July 2018.		
Internal	Grit Bin Placement Review and wider winter service issues	7	23/5/18	TBC	Nominations now received and first meeting due to take place 23 May 2018.		
Internal – agreed at Full Council	Single Use Plastics	6	31/5/18	TBC	Nominations now received and first meeting due to take place 31 May 2018.		

Children's Services Scrutiny Committee – Work Plan 2017/18

Date to Committee	Report	Lead Officers	Outline reasons for scrutiny/scrutiny method
26 July 2017	Wellbeing, Prevention and Early Help Service (WPEHs) – Overview	Debbie Duffell	Overview of WPEHs offers in particular – the early offer and universal services accessibility - identification of any gaps in provision around the Continuum of Need, CAF, children's centres, partnership and integrated working challenges, CAMHS, MASH
6 September 2017	New SEND Pathway	David Graham	Overview of changes /referral process/journey of a child/case studies/transition timescales and managing parents expectations
	Medicine management in schools	David Graham	Reviewing the impact of withdrawing School nurses from special schools
	Ofsted feedback	Amanda Hatton	Following monitoring visit in July
18 October 2017	Homelessness of young people	Tracy Poole-Nandy	District level data – who do we pay? Who do we work with? What's the accommodation offer? And links with CAMHS
	Tracking of Care Leavers	Audrey Swann	Overview of new process
	Youth Accommodation for LAC	Tracy Poole-Nandy	Care leavers and accommodation issues – what's the offer? Is it up to standard?
6 December 2017	Children in secure accommodation – out of area	Sally Allen	Exit strategies and update on Audit exercise National picture – placing child nearer to families

Children's Services Scrutiny Committee – Work Plan 2017/18

Date to Committee	Report	Lead Officers	Outline reasons for scrutiny/scrutiny method
	Children's social worker recruitment and retention challenges (strategy and support)	Amanda Hatton/Tracy Poole-Nandy	Update on the ongoing challenges
	Buildings and accommodation for social workers	Tracy Poole-Nandy	Overcrowding, access to IT equipment and lack of desk space for social workers
31 January 2018	SEND Ofsted Report	David Graham/Amanda Hatton	Update following joint local area SEND inspection in Lancashire
	Budget proposals	Neil Kissock	Budget Proposals from Susie Charles – Cabinet Member for Children, Young People and Schools
14 March 2018	Recent Children's Services reviews	John Readman	Update on recent reviews undertaken, outcomes from the reviews and impact on services: LGA Peer Review Ofsted monitoring visit DfE 6 month review
	Forced Marriage	Vicky Gent	Further understanding of the issue in Lancashire
11 April 2018 (joint meeting with Education Scrutiny)	SEND Ofsted review report update	David Graham	Progress update with timelines following joint local area review outcome

Children's Services Scrutiny Committee – Work Plan 2017/18

Date to Committee	Report	Lead Officers	Outline reasons for scrutiny/scrutiny method
22 May 2018	Domestic Abuse	Sally Allen, Barbara Bath, Debbie Duffell	Update on the service provision
	Children and Family Wellbeing Service (formerly Wellbeing, Prevention and Early Help)	Debbie Duffell	Update on service provision including the Troubled Families Initiative agreed as at meeting in July 2017
	Children's Services Improvement Progress Update	Sally Allen, Barbara Bath	Update on the improvement progress following the review item from 14 March 2018 meeting

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Potential topics for the Committee:

- Recruitment and retention of social workers – update from December meeting
- New models of delivery (overspend on children's social care) – Amanda Hatton/Neil Kissock - in response to overspend on Children's Services
- Consultation responses outcome from YOT – consultation responses report to May Cabinet
- SCAYT+ - from budget proposals – savings recommendation update
- Consultation responses outcome from Child and Family Wellbeing Service – consultation due May/June with report to Cabinet Oct/Nov
- Children's Partnership Board Review – July 2018
- Supporting pupils at school with medical conditions task group – CC Brown – draft report – to be scheduled for July 2018
- Teenage suicide
- Annual briefing note on Force Marriage
- Quarterly updates children's services reviews

Education Scrutiny – Work plan 2017/18

Date to Committee	Report	Lead Officers	Outline reasons for scrutiny/scrutiny method
26 September 2017	Implementation of the School Places Provision Strategy (Basic Need funding and S106 funding)	Mel Ormesher	Overview and update on basic need funding and the allocation of S106 funding
	Summer Born Policy	Debbie Ormerod	Overview on the Policy and Implementation of deferred/delayed places
	School Admissions Appeals	Angela Esslinger and Debbie Ormerod	Report on the effectiveness of the service for parents and schools
28 November 2017	Foundation Stage Standards and level of progress through each Key Stage	Steve Belbin	Tracking progression of pupil attainment through the key stages
	GCSE Performance	Steve Belbin	Data report
	LAC Attainment	Audrey Swann	Narrowing the gap of attainment
	Elective Home Education	Frances Molloy	Overview report on the service, attainment and take up
27 March 2018	Personal Education Plans	Audrey Swann	Overview of the process, how they are being progressed and risk management
	School Improvements Report	Steve Belbin	Rise in permanent exclusions (including SEND)
	Alternative Provision	David Graham	Suitability and sustainability audit Draft consultation

Education Scrutiny – Work plan 2017/18

Date to Committee	Report	Lead Officers	Outline reasons for scrutiny/scrutiny method
11 April 2018 (joint meeting with Children' Services)	SEND Ofsted review report update	David Graham	Progress update with timelines following joint local area review outcome

Potential topics for the Committee:

- TA to teacher career path initiatives
- School attendance – missing from home and education
- SEND Transport Policy 2013/14 – David Graham – provisional date June 2018
- Pupil tracking from primary to secondary faith schools (request from CC Hasina Khan)
- Summer Born Policy
- Nursery Funding Provision – June 2018
- Elective Home Education – consultation response – June 2018

Task Group Work

Task Group	Update
Supporting Pupils in School with Medical Conditions	Task group in progress with draft report due to be presented to the Children's Services Scrutiny Committee in May

External Scrutiny – Work plan 2017/18

Date to C'ttee	Report	Lead Officers	Outline reasons for scrutiny/scrutiny method
25 July 2017	Safer Lancashire – Community Safety Partnerships (CSP)	Clare Platt, Debbie Thompson, Angela Harrison, Robert Ruston	Overview report of CSPs across Lancashire and their priority areas for 2017/18
10 October	Hate Crime	Saeed Sidat, Ian Mills and Andrew Proctor	Update on the Lancashire Hate Crime Strategy
	Lancashire Enterprise Partnership (LEP)	Martin Kelly/Kathryn Molloy, LCC	Presentation on the Lancashire offer, Assurance Framework, the LEP's priorities and City Deal
16 January 2018 - postponed	<i>Flood Risk Management – working together</i>	<i>Rachel Crompton, LCC, United Utilities plc, Yorkshire Water plc, Environment Agency.</i>	<i>Report on flood risk management authorities and partnership arrangements.</i>
	<i>Affordable Housing Policies across Lancashire's district councils</i>	<i>Gary Halsall, LCC</i>	<i>Overview of affordable housing policies across Lancashire's district councils</i>
6 March Extraordinary meeting	Transport for the North (TfN) – Consultation on the Draft Strategic Transport Plan	Jonathan Spruce and Robin Miller-Stott, TfN and Dave Colbert, LCC	Opportunity to contribute to the County Council's response to TfN consultation before it is signed off by Cabinet at its meeting on 12 April 2018.
24 April	Franklaw Event – Drinking Water Inspectorate (DWI) and United Utilities Report	-	Report on the Franklaw Water Treatment Works Summer 2015 water contamination event
	Affordable Housing Policies across Lancashire's district councils	Gary Halsall, LCC	Overview report of affordable housing policies across Lancashire's district councils
	Flood Risk Management	Rachel Crompton, LCC, United Utilities plc.	Report on flood risk management and partnership arrangements. Presentation from United Utilities.

*= Provisional/subject to change/may require special meeting

External Scrutiny – Work plan 2017/18

Statutory requirements (annual):

- Community Safety Partnerships
- Flooding (flood risk management functions or coastal erosion risk management functions)

Requested topics for the Committee:

Report	Lead Officers	Outline reasons for scrutiny/scrutiny method
United Utilities – investments and delivery	UU – tbc	Opportunity to formulate recommendations on UUs 6 year asset investment programme. Capacity of sewers, new housing developments, flooding, investments and proactive delivery, reservoir capacity and chalk streams, water outage in Fylde
Flood Risk Management – working together	Rachel Crompton, LCC EA, UU, YW	An overview of how work is co-ordinated between LCC, EA, UU (Canal & River Trust - more closely aligned to tourism/leisure and environmental management)
Community Safety Agreement – priorities and/or emerging initiatives/issues	Public Health/ LCFT/LCC Policy	Either; exploitation of vulnerable people/poor mental health determinant/Hate Crime Strategy/Prevent/Serious Harm Reduction Strategy/Pan-Lancashire Domestic Abuse Strategy/Alcohol Harm Reduction Action Plan
Transport for the North – Sub-national Transport Body	Dave Colbert, LCC Transport for the North – awaiting appointment of replacement Chief Executive And Martin Kelly, LEP	Update on Strategic Transport Plan in relation to Lancashire
<i>Community Policing in rural Lancashire</i>	<i>PCC and Angela Harrison, OPCC</i>	<i>Access to police services and rural areas – front desks, 111 service *responsibility of the Police and Crime Panel for Lancashire)*</i>

External Scrutiny – Work plan 2017/18

Potential external organisations/topics for the Committee:

- Electricity North West
- Lancashire's Universities
- Third sector – One Lancashire
- Partnerships – BTLS, Road Safety, Resilience Forum
- National House Building Council (NHBC)
- Green Energy Companies
- Environmental Management – public rights of way, Canal & Rivers Trust

Health Scrutiny – Work plan 2017/18

Date to C'ttee	Report	STP Governance Meeting Workstream*/Priority area**	Lead Officers (including STP SRO)	Outline reasons for scrutiny/scrutiny method
24 July	STP Workforce – Scrutiny Inquiry Day Report	Workforce*	CC Steve Holgate, former Chair of the Health Scrutiny Committee	To formulate recommendations from the report and to determine who to circulate to.
	Update on the Local Workforce Action Board	Workforce*	Heather Tierney-Moore and Damian Gallagher, LCFT	Update on the work of the Board.
	Chorley Hospital Emergency Department mobilisation	Workforce*/Hospitals** and Urgent Care**	Karen Partington, Mark Pugh, LTHFT	Update on the mobilisation of the Emergency Department and recruitment issues
19 Sept	Next Steps on the NHS Five Year Forward View – Sustainability and Transformation Partnerships; Accountable Care Systems and Local Delivery Plans	-	NHSE North, Healthier Lancashire and South Cumbria, Fylde and Wyre CCG, Morecambe Bay CCG,	Overview of the next steps on the NHS five year forward view and update on the Accountable Care System.
31 Oct	Winter pressures and preparations (A&E)	All	Heather Tierney-Moore (AEDB), Derek Cartwright, NWAS, Paul Simic, LCA, LTHFT? Tony Pounder, LCC	Overview of pressures and preparations (adults/acute trusts/mental health)

Date to C'ttee	Report	STP Governance Meeting Workstream*/Priority area**	Lead Officers (including STP SRO)	Outline reasons for scrutiny/scrutiny method
12 Dec	Improvements to Mental Health Services in Lancashire	Care Professional Board*	Steve Winterson, LCFT	Report on planned changes for both the Central and Pennine Lancashire areas
	Suicide Prevention	Care Professional Board* Mental Health**	Dr Sakthi Karunanithi and Chris Lee, Public Health	To ensure effective implementation of the (local authority) suicide prevention plan
23 Jan 2018	Adult Social Care – and Public Health Budget Proposals	-	Tony Pounder, Dr Sakthi Karunanithi and Neil Kissock, LCC	Budget proposals from the following Cabinet Members: <ul style="list-style-type: none"> Graham Gooch – Adult Services Shaun Turner – Health and Wellbeing
	Delayed Transfers of Care	Care Professional Board*	Tony Pounder, LCC, Karen Partington, Lancashire Teaching Hospitals Trust	Delayed days that are attributable to social care in respect of interaction between the County Council and Lancashire Teaching Hospitals Trust.
5 March	Life Expectancy and Health in All Policies	Care Professional Board* Prevention**	Dr Sakthi Karunanithi	Overview of Life Expectancy and Healthy Life Expectancy across Lancashire and Health in All Policies
	Inequity of funding for medical undergraduate and post graduate training in Lancashire and South Cumbria	Workforce*	Calum Pallister and Jane Mamelok, Health Education England (North West)	Briefing from Health Education England on the funding formula and recruitment of Occupational Therapists and Physiotherapists.

Date to C'ttee	Report	STP Governance Meeting Workstream*/Priority area**	Lead Officers (including STP SRO)	Outline reasons for scrutiny/scrutiny method
17 April	Sustainability and Transformation Partnership (STP) Update	-	Dr Amanda Doyle, Gary Raphael, Mark Youlton and Neil Greaves, Healthier Lancashire and South Cumbria	Update on the STP as requested by the Committee at its meeting held on 19 September 2017.

Requested topics to be scheduled:

- Community mental health; early intervention and prevention (Chris Lee, Public Health)
- Suicide Prevention in Lancashire – annual update (December 2018)
- Transforming Care for people with a Learning Disability and/or Autism
- Winter preparations and planning (June/July)
- Budget Scrutiny – savings proposals as identified at the 23 January 2018 meeting
- Delayed Transfers of Care (DTC) as a whole system (June/July)

Budget Scrutiny

- Sexual Health
- Advocacy Services
- Learning, Disability and Autism: Enablement
- Older Persons In-House Residential Services: Self Funder Fees
- Extra Sheltered Care Services

Referrals from Steering Group to the full Committee to be scheduled:

- Immunisations – seasonal influenza (Sakthi Karunanithi, LCC, Jane Cass, NHS England)
- Update on Secondary Mental Health Services in Lancashire (Charlotte Hammond, LCC)

Potential topics for the Committee and its Steering Group:

- Data sharing
- Dementia awareness
- Care Home Quality

Health Scrutiny Steering Group – Work plan 2017/18

Date to C'ttee	Report	Lead Officers	Outline reasons for scrutiny/scrutiny method
4 July 2017	<ul style="list-style-type: none"> i. Royal Preston Hospital – bid for new primary care front end at Emergency Department and Urgent Care Centre (A&E) ii. WLCCG – Termination of single handed GP contract iii. FWCCG – Improving health services in Kirkham and Wesham 	<ul style="list-style-type: none"> i. Stephen Gough and David Armstrong, NHS England – Lancashire ii. Jackie Moran, WLCCG iii. Kate Hurry and Andrew Harrison, FWCCG 	<ul style="list-style-type: none"> i. Unique bid for capital – need to identify appropriate funding stream to expedite and assist with overall A&E function ii. To receive updates on progress – wider concerns around single handed GPs in Lancashire iii. Overview of the proposals – concerns also raised by local councillor
27 Sept	<ul style="list-style-type: none"> i. Proposal for a Central Lancashire Mental Health Inpatient Unit ii. NHS England – 'Childhood Immunisation Performance Report for Lancashire, and Associated Action Plan 	<ul style="list-style-type: none"> i. Steve Winterson, LCFT ii. Jane Cass, NHS England, Sakthi Karunanithi, Director of Public Health 	<ul style="list-style-type: none"> i. Overview of proposals ii. To receive a report on Childhood Immunisation Performance for Lancashire and associated action plan to identify and address reasons for the downward trend of low uptake for screening, vaccinations and immunisations across Lancashire, how this will be monitored, targets met and timescales.
11 Oct	<ul style="list-style-type: none"> i. Health and Wellbeing Board (HWB) – Update ii. Implementation of the Care Act 2014 within secondary mental health services in Lancashire 	<ul style="list-style-type: none"> i. Sakthi Karunanithi, LCC ii. Charlotte Hammond, LCC 	<ul style="list-style-type: none"> i. Update on HWB Partnerships/Lancashire Health and Wellbeing Strategy ii. To receive referral made to scrutiny and to determine how the Steering Group wishes to proceed.

Date to C'ttee	Report	Lead Officers	Outline reasons for scrutiny/scrutiny method
15 Nov	<ul style="list-style-type: none"> i. General service updates on Adult Social Care ii. Suicide Prevention iii. Report on Steering Group's purpose 	<ul style="list-style-type: none"> i. Tony Pounder, LCC ii. Chris Lee, Public Health, LCC iii. Gary Halsall, LCC 	<ul style="list-style-type: none"> i. To receive general service updates and to prepare for January 2018 Committee meeting on DToC ii. Preparations and key lines of enquiry for Committee meeting scheduled 12 December 2017 iii. Advice and options for a revised purpose of the Committee's Steering Group
6 Dec	<ul style="list-style-type: none"> i. Implementation of the Care Act 2014 within secondary mental health services in Lancashire ii. VirginCare – Community Health and Urgent Care Services Contract – to be rescheduled 	<ul style="list-style-type: none"> i. Charlotte Hammond, LCC, and LCFT ii. Jackie Moran, Karen Tordoff WLCCG and VC 	<ul style="list-style-type: none"> i. Awaiting responses to a referral made to scrutiny in relation to a Section 75 Agreement ii. Update on contract awarded to private provider
10 Jan 2018	<ul style="list-style-type: none"> i. Public Health – Life Expectancy ii. Implementation of the Care Act 2014 within secondary mental health services in Lancashire 	<ul style="list-style-type: none"> i. Dr Sakthi Karunanithi ii. Charlotte Hammond, LCC, and LCFT 	<ul style="list-style-type: none"> i. Develop objectives, key lines of enquiry and outcomes ii. Awaiting responses to a referral made to scrutiny in relation to a Section 75 Agreement
7 Feb	<ul style="list-style-type: none"> i. Life Expectancy and Health in All Policies 	<ul style="list-style-type: none"> i. Dr Aidan Kirkpatrick and Andrea Smith 	<ul style="list-style-type: none"> i. Develop objectives, key lines of enquiry and outcomes
14 Mar	<ul style="list-style-type: none"> i. Chorley Hospital Emergency Department mobilisation and Urgent Care Centre Performance (GTD) 	<ul style="list-style-type: none"> i. Suzanne Hargreaves and Dr 	<ul style="list-style-type: none"> i. Update on the mobilisation of the Emergency Department and recruitment issues

Date to C'ttee	Report	Lead Officers	Outline reasons for scrutiny/scrutiny method
	ii. STP Refresh	Gerry Skales, LTHFT ii. Neil Greaves, Heathier Lancashire and South Cumbria	ii. Develop objectives, key lines of enquiry and outcomes.
11 Apr	i. LCC Adult Social Care Winter Plan ii. Child poverty and health in Morecambe iii. Health Education England	i. Sue Lott, LCC ii. Dr Sakthi Karunanithi, LCC iii. -	i. Review the effective/robustness of the 2017 plan ii. Findings from Public Health, CCG and GPs in the Lancaster/Morecambe area iii. To identify any further recommendations following the report on the inequity of funding (from 6 March 2018 Committee meeting)
16 May	i. Fylde Coast NHS Vanguard ii. Work planning for 2018/19 iii. Viran Medical Centre – Update from West Lancs CCG	i. Dr Tony Naughton and Kate Hurry, Fylde and Wyre CCG ii. – iii. Jackie Moran and Janet Charnock from West Lancs CCG and Hilda Yarker, H2A Partnership Ltd	i. Update on the Integrated Care Partnership (ICP) for the Fylde Coast area. ii. – iii. Update on the next phase of the project in relation to the Viran Medical Practice a single-handed GP practice in Tarleton.

Topics referred by the Committee for Steering Group's action:

- Chorley Hospital Emergency Department mobilisation and Urgent Care Centre Performance (Chorley and South Ribble CCG and GTD Healthcare)
- Suicide Prevention in Lancashire – 6 monthly progress report on outcomes set out in the Logic Model (June 2018)
- Healthy Child Programme Contract – outcome of appeal (Rachel Tanner, LCC)
- Health in All Policies – Embedding spatial planning and economic determinants (from 6 March 2018 Committee meeting)

Potential topics for Steering Group:

- NWAS - Update on Government reporting standards – Peter Mulcahy, and NWAS transformation Strategy and NWAS future – Mark Newton
- Pharmacies and prescriptions – volume of returned medicines and disposal of same, failure to collect, patient medicine reviews, change to current practice
- Low priority prescribing – consultations across CCGs - update
- Capital investments across Lancashire
- Lancashire Care Association – update on Registered Care Managers Network (RCMN) – Paul Simic, CEO