

Meeting of the Scrutiny Management Board (16 April 2024)

Chair: County Councillor David Westley

Part I (Open to Press and Public)

Money Matters 2023/24 Position – Quarter 3

The Chair welcomed to the meeting County Councillor Mike Goulthorp, Lead Member for Finance and Resources, Neil Kissock, Director of Finance and Kate Lee, Head of Service Financial Management.

The Board was presented with key highlights from the Money Matters 2023/24 Position – Quarter 3 report provided to Cabinet at its meeting held on 8 February 2024.

It was highlighted that a draft outturn position would be realised by the end of April 2024. There was no indication to expect any significant change in the position reported at quarter 3 in terms of the £5m overspend.

Resolved: That the report be considered.

Budgeted Savings Tracker

The Chair welcomed to the meeting County Councillor Mike Goulthorp, Lead Member for Finance and Resources, Graham Gooch, Cabinet Member for Adult Services, County Councillor Scott Smith, Lead Member for Highways and Active Travel, Neil Kissock, Director of Finance, Kate Lee, Head of Service Financial Management, Paul Lee, Director of Adult Care and Provider Services, Kashif Ahmed, Director of Strategic and Integrated Commissioning, Michael White, Highway Regulation Manager, Peter Bell, Principal Regulation and Enforcement Officer and Oliver Starkey, Head of Service Public and Integrated Transport.

Members were provided a revised report on the tracking and delivery of savings agreed by Full Council for the current and previous financial years.

Resolved: That the report be considered.

Scrutiny In-Year Requests

Members were presented with an in-year request from the Environment, Economic Growth and Transport Scrutiny Committee to convene an inquiry day on the Lancashire Road Safety Partnership (LRSP).

Resolved: That the in-year request for the Environment, Economic Growth and Transport Scrutiny Committee to convene an inquiry day on the Lancashire Road Safety Partnership be agreed.



Meeting of the Children, Families and Skills Scrutiny Committee (13 March 2024)

Chair: County Councillor Sue Hind

Part I (Open to Press and Public)

Contextual Safeguarding Re-Model and Implementation of the EmPower; Contextual Safeguarding Multi-Disciplinary Team

The Chair welcomed County Councillor Cosima Towneley, Cabinet Member for Children and Families, Jacquie Old, Executive Director of Education and Children's Services, Louise Anderson, Director of Children's Social Care and Georgine Lee, Head of Service, Front Door, Assessment and Adolescent Services to the meeting.

The report and presentation circulated with the agenda pack provided an update on the development and progress of the Contextual Safeguarding Re-Model. It also provided information on the implementation of the EmPower Contextual Safeguarding Multi-Disciplinary Team.

Resolved: That the following recommendations be shared with the Cabinet Member for Children and Families:

- i. A future agenda item on Youth Violence in Lancashire and what is being done to counteract it (to be considered in context with surrounding authorities), be included on the committee's work programme for 2024/25.
- ii. Regular updates to be provided to the committee on staff recruitment and retention and updates on how the multi-agency system is working, for example through case studies.
- iii. Contact details for local MASH (Multi-Agency Safeguarding Hub) Teams to be shared with the committee.

Family Safeguarding Update

The Chair welcomed County Councillor Cosima Towneley, Cabinet Member for Children and Families, Jacquie Old, Executive Director of Education and Children's

Services, Louise Anderson, Director of Children's Social Care and Brendan Lee, Head of Service, Looked after Children Leaving Care.

The report and presentation circulated with the agenda pack provided an update on the Family Safeguarding Service.

Resolved: That the following recommendations be shared with the Cabinet Member for Children and Families:

- i. The committee support the service priorities identified for 2024/25 as detailed in the report / supporting presentation.
- ii. Information to be provided to the committee on the formula and method used to calculate staff turnover. Data on turnover rates for social workers in Lancashire to be provided and for this to be benchmarked against local authorities.
- iii. Data from exit interviews to be considered, if possible, to consider why staff leave the service.

Education Strategy Update

The report circulated with the agenda pack provided an update on the work of the Lancashire Education Strategy from September 2023 to March 2024.

Resolved: That the queries raised from the Education Strategy Update be shared with the Head of Education Improvement for a response to be provided to the committee.



Meeting of the Community, Cultural, and Corporate Services Scrutiny Committee (18 April 2024)

Chair: County Councillor Ged Mirfin

Part I (Open to Press and Public)

Partnership Working: Proposals to Review, Co-ordinate and Improve Collaboration

The Chair welcomed County Councillor Mike Goulthorp, Lead Member for Finance and Resources, and Kieran Curran, Head of Corporate Strategy and Policy, to the meeting.

A presentation was provided on a proposed programme of work to review, support, and enhance partnership working at the county council, overseen by the Communities, Cultural and Corporate Services Scrutiny Committee with appropriate and regular consultation with, and input from, our services, Directorates, and external partners.

Resolved: That the following recommendations be shared with the Cabinet Member for Resources, HR, and Property (Deputy Leader):

- a) Consideration be given to an Evidence Day to be established where officers across the authority provide their expert views and / or the formation of a Task and Finish Group to take this work forward.
- b) Consider potential 'gaps' in our current partnerships, for example, is the county council making the most of its partnerships with universities across Lancashire.
- c) Consider key performance indicators to be used to identify how partnership working can be benchmarked and measured in terms of success.
- d) A recommendation be made to the Audit, Risk and Governance Committee regarding the development and use of a 'value for money' Partnership Assessment tool as well as other metrics.
- e) A list of senior officers and councillors to be devised detailing involvement in current partnerships.

- f) Proposals be put together by officers to form an outline plan for taking this work forward.
- g) That the recommendations detailed in the report, as listed below be taken forward:
 - a. Development of a database or map of our current partnership landscape.
 - b. Establish firm legislative frameworks and statutory obligations.
 - c. Scoping and Mapping – Consider what Partnerships should we look closer at? Build on information already shared with the Committee and use case studies. Launch “Partnership Survey” and work with officers across the Authority.
 - d. Evidence gathering and benchmarking – Invite key partners and sector experts (e.g. LGA) and look at what other councils are doing (e.g. Cambridgeshire). Identify best practice industry standards, including from the private sector.
 - e. Draft corporate partnership framework – standard set of flexible approaches, including an overarching "partnerships protocol" and checklists of criteria for establishing, evaluating, and reporting on partnerships.
 - f. Recommendations of how partnership working could be improved and best practice shared, to come back to the committee as part of the committee's work plan in 2024/25.

Lancashire Community Safety Agreement and Performance Update

The Chair welcomed County Councillor Peter Buckley, Cabinet Member for Communities and Cultural Services, Clare Platt, Head of Health, Equity, Welfare and Partnerships, Alison Wilkins, Senior Public Health Practitioner (Stronger and Safer Communities) and Lee Sculpher, Senior Partnership Analyst from Lancashire Police. to the meeting.

The report provided formed the annual update report to the committee, meeting the requirements of a Crime and Disorder Committee to oversee and review the delivery of joint responses on community safety as required under the Police and Justice Act 2006.

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

- a) A cross comparative report on crime statistics across Lancashire to be provided to the committee to better understand crime profiles across districts.
- b) Future reports to the committee to include links to more detailed data, where available, allowing further drilling down of data.
- c) The final Strategic Assessment to be presented to the committee in early 2025.



- d) Details of delivery plans at district / unitary CSP level to be shared with committee members.
- e) A register of which partners are involved in each of the 6 key issues at district level to be shared with committee members.
- f) Data to be provided on Lancashire youth crime and details about what is being done to prevent crime amongst this group.
- g) Information to be shared on Lancashire Talking, including useful extracts from recent data.
- h) A representative of the Crime and Disorder Team to also attend next time to provide an update on Anti-Social Behaviour.
- i) A Bitesize briefing to be arranged on Domestic Violence and Domestic Homicide reviews.



Meeting of the Environment, Economic Growth and Transport Scrutiny Committee (11 March 2024)

Chair: County Councillor Rob Bailey

Part I (Open to Press and Public)

Lancashire Economic Recovery and Growth (LERG) Programme Update and Aerospace Watchtower Case Study

The Chair welcomed to the meeting County Councillor Aidy Riggott, Cabinet Member for Economic Development and Growth, Andy Walker, Head of Service Business Growth, and Steve Burns, Head of Service Strategic Development.

The committee was presented a report on the county council's contribution towards the £12.8m Lancashire Economic Recovery and Growth programme towards post-Covid 19 economic recovery. The report also provided information on the pan-Lancashire Aerospace Watchtower Growth Accelerator project as a case study.

Resolved: That, an update on the Boost programme, Lancashire's Business Growth Hub be considered for potential inclusion on the 2024/25 work programme at the next work programming session for the committee in June 2024.

Value for Money - Potholes

The Chair welcomed to the meeting County Councillor Rupert Swarbrick, Cabinet Member for Highways and Transport, John Davies, Head of Service Highways Management Service, Kirstie Williams, Highways Group Manager – Countywide projects, Paul Binks, Asset Manager (Highways – Principal Engineer) and Rebecca Makinson, Highway Asset Principal (Capital Programme and Projects Development).

The committee was presented a report which provided information on the Transport Asset Management Plan (TAMP) and how Lancashire County Council intended to manage highways assets efficiently and effectively.

Resolved: That; the Cabinet Member for Highways and Transport gives consideration to;



- (i) Conducting an urgent review of the defect reporting system and to confirm that there are other methods to report potholes via the call centre.
- (ii) Providing clarification on the workings of the Transport Asset Management Plan (TAMP) and the Local Deterioration Fund (LDF) with a view to enhanced member engagement in the LDF.
- (iii) Reviewing the highways safety inspection process.



Meeting of the Environment, Economic Growth, and Transport Scrutiny Committee (25 April 2024)

Chair: County Councillor Rob Bailey

Part I (Open to Press and Public)

Enabling Net Zero Infrastructure – National Grid

The Chair welcomed Kiran Jassal, Stakeholder Lead, and Tariq Ajumal, Regional Connections Manager, from National Grid, to the meeting.

A presentation was provided on the National Grid's regional update on their work in the North West, in particular for Lancashire, and ongoing connections reform to enable net zero infrastructure. The report detailed ambitions regarding the National Grid's capacity, and how the transition from fossil fuel led energy to clean low carbon generation would be enabled.

Resolved: That consideration be given to including an item on smart meters during the 2024/25 work programme process.

Strategic Approach to Decarbonising County Council Assets and Operations

The Chair welcomed Shaun Turner, Cabinet Member for Environment and Climate Change, Debbie King, Head of Environment and Climate Change, and Andrew Mullaney, Director of Environment and Planning, to the meeting.

The report provided an overview of the process being followed to calculate the carbon emissions from the estate and operations of the county council; together with the approach being taken to prepare options and costings for action to reduce emissions. This work would be available towards the end of 2024.

Resolved: That no recommendations be made at this time.

Carbon Capture Through Nature

Shaun Turner, Cabinet Member for Environment and Climate Change, Debbie King, Head of Environment and Climate Change, and Andrew Mullaney, Director of Environment and Planning presented a report to the committee containing an update



on the council's activity to capture carbon through nature projects, including tree planting, peatland restoration and trials of biochar to store carbon in soil.

Resolved: That the Cabinet Member for Environment and Climate Change, following the outcomes of the biochar project gives consideration to challenging the UK waste regulatory framework regarding the use of green waste for the production of biochar.



Meeting of the Health and Adult Services Scrutiny Committee (20 March 2024)

Chair: County Councillor David Westley

Part I (Open to Press and Public)

Workforce Strategy and New Ways of Working Opportunities

County Councillor Graham Gooch, Cabinet Member for Adult Services, Mark Howe, Director of Quality Improvement and Principle Social Worker, Joanne Reed, Head of Business Development, Katie Grant, Adult Social Care Strategic Workforce Lead, Andrea Smith, Public Health Specialist, Lucy Thompson, Director of People and Andrea Anderson, Director of People – Place and Programmes attended the meeting to partake in discussion regarding the report from the county council on the social care workforce in Lancashire.

The report provided an overview on the workforce strategy for Adult Social Care (ASC) and the NHS, and included information on the Adult Social Care Academy, the ICB 'One Workforce' strategy and integrated care within the NHS, as well as information on vacancies, sickness, Employee Support Services and career development framework.

Resolved: That:

- i. With regards to sickness absence across adult services, consideration be given by the Cabinet Member for Adult Services to the following to further support employees and the potential reduction of sickness absence going forward:
 - a. Identification of additional early intervention practices to support staff in areas with high prevalence of sickness absence resulting from mental health challenges.
 - b. Analysis of uptake and impact on the provision of employee support offered to staff to include feedback on staff experience – how the support is accessed, staff journey, outcomes etc.
 - c. Further analysis on the definition of mental health sickness absences and reasons behind absence to ensure level of appropriate support is identified and offered to employees.
 - d. Matter of indoor clean air be reviewed through analysis of the impact of respiratory illnesses, potential prevention practices that could be

undertaken in line with health and safety policy measures, impact on premises and cost analysis.

- ii. With regards to strengthening recruitment and retention across adult services, further consideration be given by the Cabinet Member for Adult Services to the following:
 - a. An 'Attraction Policy' for recruitment to support what more could be done to further highlight Lancashire County Council as an employer of choice.
 - b. Provision of information to all county councillors to help support/promote messages around recruitment and in particular information to councillors on vacancies/recruitment challenges in their areas.
 - c. The centralisation and analysis of information collated as part of Exit interviews to further understand trends and identify early intervention practices.
 - d. A review of the processes for staff Exit interviews to include how they are undertaken, when, by whom and the potential utilisation of different platforms to receive information.
 - e. Implementation of 'Stay' interviews to be further explored to include ways to support managers to retain staff, career pathways for employees, and particularly targeted to those areas where workplace mental health challenges are increasing, and those areas showing greater sickness absence rates.
 - f. An action plan to be identified and reported back to the committee on the challenge in recruitment of occupational therapists, what the impact is on services such as Disabled Facilities Grants, any agreements in place with NHS Trusts to support this work and plans in place to reduce current wait times.
- iii. A briefing note be provided to the committee on a further breakdown of vacancy and retention rates to include benchmarking with neighbouring authorities.
- iv. Further NHS Integrated Care Board workforce report to a future meeting of the committee be provided to include the following:
 - a. Overall picture of workforce across the Lancashire and South Cumbria Integrated Care Board to include GP's and dentists with challenges, opportunities, and financial implications.
 - b. Further breakdown on the 'One Workforce' staff groupings detailed on page 31 of the agenda pack.
 - c. Further detail on the role of Physician Associate to include plans for the new role and appropriateness of new roles being established to support services.
 - d. Sufficiency of training places for NHS clinical positions such as medical/nursing degree courses.

