

## **Community, Cultural and Corporate Services Scrutiny Committee Work Programme 2023-2024**

The Community, Cultural and Corporate Services Scrutiny Committee Programme details the planned activity to be undertaken during the forthcoming municipal year.

The Community, Cultural and Corporate Services Scrutiny Committee has responsibility to review and scrutinise the work of the county council and external organisations on matters relating to community safety and cohesion, and county council support services. Accordingly, the work of the Community, Cultural and Corporate Services Scrutiny Committee will focus on the following areas:

1. Cultural Services
2. Community Services
3. Crime and Disorder (Community Safety Partnership – statutory function)
4. Corporate Services including Communications, Digital Services, Customer Access Services, Facilities Management, Asset Management, Procurement, and Democratic Services.

The programme is determined following a planning session at the start of the municipal year. This includes provision for the rights of county councillors to ask for any matter to be considered by the committee. Coordination of the Overview and Scrutiny Committee programmes is undertaken by the Scrutiny Management Board. This is in line with the Overview and Scrutiny Committees' Terms of Reference, as set out in the county council's [Constitution](#) (Part 2 Article 5).

### **Cabinet Members**

The Cabinet portfolios aligned to the Community, Cultural and Corporate Services Scrutiny Committee's responsibilities are:

[County Councillor Philippa Williamson](#), Leader of the Council

[County Councillor Alan Vincent](#), Cabinet Member for Resources, HR and Property (Deputy Leader)

[County Councillor Peter Buckley](#), Cabinet Member for Community and Cultural Services

The areas of responsibility for each Cabinet Member are set out at [Appendix A – Scheme of Delegation to Cabinet Members](#) to the county council's constitution.

## Community, Cultural and Corporate Services Scrutiny Committee Work Programme 2023-2024

	Committee Meeting Date					
Scrutiny Activity	28 Sept 2023	9 Nov 2023	12 Dec 2023	6 Feb 2024	18 April 2024	21 May 2024
<b>Service Area Report to Committee</b>	Council Estate, Use and Occupancy of Council Buildings and Asset Disposal	Strategy and Performance: Data and Analytics  Communications/Digital Services: Update on The Council's Web Presence and Customers' Digital Experience	People Services: Council Workforce Update Benchmarking: Recruitment Retention Reward (salary) Performance Management	Culture Review: What it is, impact in terms of place/economy, engaging with young people  Lancashire Culture and Sport Fund/Crowdfund Lancashire	Partnership Working: Benchmarking, cooperative working, shared services models and delivery	Lancashire Ethnic Minority Partnership update – Corporate Cohesion Strategy And Workforce Equalities Strategy
<b>Annual Report to Committee</b>					Lancashire Community Safety Agreement and Performance Update	
<b>Planned Decision Scrutiny Review</b>	Change and Improvement: LCC Change Plan		People Strategy	Cultural Strategy Refresh		Change and Improvement: Further Update LCC Change Plan
<b>Other Scrutiny Review Update</b>						
<b>Cabinet Member Required Attendance</b>	Cabinet Member for Resources, HR and Property	Cabinet Member for Resources, HR and Property/ Cabinet Member for Community and Cultural Services	Cabinet Member for Resources, HR and Property	Cabinet Member for Community and Cultural Services	Cabinet Member for Community and Cultural Services/ Cabinet Member for Resources, HR and Property	Cabinet Member for Community & Cultural Services & Cabinet Member for Resources, HR & Property

## Community, Cultural and Corporate Services Scrutiny Committee Recommendations Progress

Meeting Date	Report Title	Corporate Priority	Recommendation	Progress Detail
28/09/23	Report of the Community Safety Working Group	Delivering better services; Caring for the vulnerable	<p><b>Resolved:</b> That the following recommendations be presented to the next meeting of the Lancashire Community Safety Partnership Board:</p> <ul style="list-style-type: none"> <li>i. That the amendments and updates made to the draft Community Safety Agreement 2022 – 25 be agreed subject to the following: <ul style="list-style-type: none"> <li>a. The addition of the following wording to be included in the agreement – 'We are looking at several ways to improve communication and links with elected members on community safety issues'.</li> <li>b. Consideration to be given to multiple diagrams to be included in the agreement to explain which partners are involved in each of the 6 key issues.</li> </ul> </li> </ul> <p><b>Resolved:</b> That:</p> <ul style="list-style-type: none"> <li>ii. Officers to work with elected members to improve communication and links on community safety issues including: <ul style="list-style-type: none"> <li>a. Delivering a Bite Size Briefing to describe the work on Community Safety and the context within which that work sits for all county councillors. Updates to include all key community safety issues affecting local communities as outlined in the Community Safety Agreement</li> <li>b. Consideration to be given to an annual meeting to take place to coincide with the</li> </ul> </li> </ul>	<p>The recommendations have been shared with the Cabinet Member for Community and Cultural Services. A response was provided to members of the committee on the 4 December 2023 and was included in the Work Programme Report to the Committee on 12 December 2023.</p>

			<p>review of the Community Safety Agreement which involves councillors, wider stakeholders, and community groups.</p> <p>c. Officers to meet with county councillors nominated to sit on local CSP's separately to help frame how they can be best supported in their role and to provide them with a better understanding of the community safety landscape, work that is already underway, and how we operate in partnership.</p> <p>d. Officers who attend meetings of the CSP's, to be allocated to provide ongoing support for nominated councillors, with a briefing to be provided ahead of each CSP meeting to ensure that any relevant data is shared in a meaningful way.</p> <p>e. A meeting of all county council representatives that sit on local CSP's to take place on a 4 monthly basis.</p> <p>iii. Consideration be given for elective member representation (observer status as a minimum) to be included on the Lancashire Community Safety Partnership Board.</p> <p>iv. Consideration for the agenda and minutes of the Lancashire Community Safety Partnership Board meeting to be made available to members of the Community, Cultural and Corporate Services Scrutiny Committee and the Community Safety Working Group for the purpose of scrutiny.</p> <p>v. Consideration to be given to the role of the Health and Wellbeing Board in relation to Community Safety.</p>	
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			<ul style="list-style-type: none"> <li>vi. A mapping exercise to take place, to map out the full network of support, with an update to be provided to the Community, Cultural and Corporate Services Scrutiny Committee at an appropriate time.</li> <li>vii. Information to be shared on what KPI's are currently used in terms of all the key issues, at an appropriate time.</li> <li>viii. Consideration be given to how the Combined Authority proposal may impact how Community Safety arrangements will operate.</li> </ul>	
28/09/23	Change and Improvement: LCC Change Plan	Delivering better services; Caring for the vulnerable; Supporting economic growth	<p><b>Resolved:</b> That:</p> <ul style="list-style-type: none"> <li>i. A further update to be provided to the committee on Change and Improvement: LCC Change Plan in 6 months' time.</li> </ul>	A further update will be presented to the committee in May 2024.
28/09/23	Council Estate, Use and Occupancy of Council Buildings and Asset Disposal	Delivering better services; Supporting economic growth, Protecting our environment	<p><b>Resolved:</b> That:</p> <ul style="list-style-type: none"> <li>i. Current map data provided for each of the Service areas, presenting the location of assets, to be provided in a table / grid form and, broken down by district.</li> <li>ii. Further information to be provided in relation to Table B: Property Assets Running Costs to include the following: <ul style="list-style-type: none"> <li>a. Costs to be broken down further for buildings that are owned by the county council (freehold) and those that are leased and include property holding responsibilities.</li> <li>b. A performance table detailing the grades of costs for assets, for example different highlights for very expensive buildings to inexpensive buildings.</li> </ul> </li> </ul>	<p>The recommendations have been shared with the Cabinet Member for Resources, HR and Property.</p> <p>A response has been provided to committee members and will be included in the Work Programme Report at the 6 February 2024 meeting.</p>

			<ul style="list-style-type: none"> <li>c. Breakdown of assets by cost per meter squared and information explaining what the total condition cost means. Where possible, data to be provided on the age of buildings and the impact this has on cost.</li> <li>d. Clarity on what each of the P1, P2 P3 and P4 categories mean, including a link to the Asset Management Strategy.</li> </ul> <p>iii. A briefing note to be provided on the following:</p> <ul style="list-style-type: none"> <li>a. Information on RAAC and what the situation is for Lancashire Schools and other county council owned buildings.</li> <li>b. Details on what the cost of working with LASER is to undertake a base line carbon assessment, and consideration be given to whether it would be more cost effective to bring this in house.</li> <li>c. Regarding property asset disposals, data to be broken down by district (geographic location) and by category to determine what type of asset had been disposed.</li> <li>d. Moving forward, data to be provided on relocation costs and / or savings for moving staff and facilities from buildings.</li> <li>e. Information on what the revenue implications are of Property Asset Disposals, as detailed in Table C. Consideration to be given to business planning and tightening up the business case process, where the county council has service ambitions and opportunities for reconfiguring and relocating.</li> </ul>	
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			<p>f. Data to be provided on buildings or rooms that have been let and leased for revenue purposes rather than disposed of.</p> <p>iv. Consideration be given to improving the briefing process to councillors so they are informed earlier in the process about assets that are available for community asset transfer so they can share their expertise and information in their communities and with prospect community groups who may be interested.</p> <p>v. Benchmarking Data in this area of work from other authorities (taking into consideration specific and individual circumstances for authorities) to be shared with the committee once this information becomes available, further to a request made through the County Council's Network.</p> <p>vi. Consideration to be given to a press release about how successful the process of property asset disposal has been at the county council.</p> <p>vii. Consideration be given to a survey to be provided to community groups or CICs to capture valuable feedback from groups who have gone through the process of asset transfer. Information to be provided on the new processes put in place to strengthen the asset transfer process, agreed as part of the updated Asset Management Policy, and where possible, consideration be given to how successful the previous community asset transfer policy was and the length of time it took to complete a transfer.</p>	
12/12/23	<p>People Services: Council Workforce Update including Benchmarking: Recruitment,</p>	<p>Delivering better services</p>	<p><b>Resolved:</b> That the following recommendations be shared with the Cabinet Member for Resources, HR and Property (Deputy Leader):</p>	<p>The recommendations have been shared with the Cabinet Member for Resources, HR and Property.</p>

	Retention, Reward and Performance Management		<p>i. A future report or briefing note to the committee at an appropriate time be provided to consider the following:</p> <ul style="list-style-type: none"> <li>a. The mean and mode age of employees in reference to Age Profile, to be provided and a further breakdown of age profile by service area.</li> <li>b. In relation to gender, a further breakdown to be provided for each service area.</li> <li>c. A breakdown of geographic data in terms of where our employees live, for those living outside of the county, where possible.</li> <li>d. Consideration to be given to how the organisation is dealing with an aging workforce.</li> <li>e. Benchmarking data on other similarly comparable authorities in this area of work to be provided as and when available.</li> <li>f. Further data to be provided to breakdown which service areas vacant posts are held in, what the pay levels are and how long vacancies have been vacant for.</li> <li>g. Exit interview data to be considered to develop a greater understanding of why employees have left the organisation.</li> <li>h. Details of the steps being taken to ensure that staff are more involved in change management at the authority.</li> </ul> <p>ii. Consideration to be given to the following mechanisms to further strengthen the recruitment and retention of employees:</p>	<p>A response has been provided to committee members and will be included in the Work Programme Report at the 18 April 2024 meeting.</p>
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			<ul style="list-style-type: none"> <li>a. Staying in touch with former employees for feedback to be gathered and a greater understanding of why they left the organisation and the concept of 'Stay Interviews' to be explored to identify any potential issues or barriers for employees considering leaving the authority.</li> <li>b. A press release to promote the work the county council is doing with apprenticeships.</li> <li>c. Closer working with local universities and employers to develop bespoke training programmes or courses where there is a job 'guaranteed' at the end of the course. Consider how this work is being delivered across other comparable authorities.</li> <li>d. The formation of an Alumni or Forum of former employees who would be ambassadors for the organisation.</li> <li>e. Greater work shadowing and mentoring opportunities for existing employees.</li> </ul>	
12/12/23	Lancashire County Council's People Strategy	Delivering better services	<b>Resolved:</b> That Lancashire County Council's People Strategy be welcomed with no further recommendations from the committee at this time.	No further update required at this time.
6 February 2024	Culture Review: What it is, Impact in terms of Place / Economy and Engaging with Young People and Cultural Strategy Refresh	Delivering better services	<p><b>Resolved:</b> That the following recommendations be shared with the Cabinet Member for Communities and Cultural Services and where possible, be used to inform the draft Cultural Services Strategy for 2024 - 2028:</p> <ul style="list-style-type: none"> <li>i. Consideration be given to how the county council can further support, grow, and work with our National Portfolio Organisation holders that exist in Lancashire to attract even more funding including</li> </ul>	<p>The recommendations have been shared with the Cabinet Member for Communities and Cultural Services.</p> <p>A response has been provided to committee members and will be included in the Work Programme</p>

			<p>a breakdown of the rubric contained in the ACE Create IT Strategy Document.</p> <ul style="list-style-type: none"> <li>ii. A piece of work to take place to understand the footprint of where NPO organisations are located within Lancashire and whether they are eligible for National Lottery Heritage Funding, National Lottery Community Funds and Sports England at a district level.</li> <li>iii. Examination of individual District Local Plans / Core Strategy documents produced by districts to better understand their cultural strategies.</li> <li>iv. Information to be provided on the role of advocacy organisations the county council works with such as Arts Lancashire, Digital Lancashire, Lancashire Cultural Network and Visit Lancashire.</li> <li>v. Development of a Directory of Festivals in Lancashire to be considered and regard be given to how significant events and festivals are shared wider in Lancashire. Consideration be given to a package of support to be provided for events where sponsorship can be leveraged in.</li> <li>vi. Consideration be given to the role of culture as part of the Corporate Cohesion Strategy and Workforce Equalities Strategy update which is due to be presented to the committee in May 24.</li> <li>vii. Refer the report provided to the committee to Children, Families and Skills Scrutiny Committee for them to review the report in terms of the updates provided on Education and Skills.</li> <li>viii. Officers to revisit a series of reports produced and commissioned since 2012 including The Work Foundation on The Creative Economy in Lancashire and the LCC Scrutiny Task Group Report – Towards a Stronger Sense of Place.</li> </ul>	<p>Report at the 18 April 2024 meeting.</p>
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			<p>ix. A further report to come back to the committee in November 2024 to update the committee on how work is progressing.</p>	
6 February 2024	Lancashire Culture and Sport Fund / Crowdfund Lancashire	Delivering better services	<p><b>Resolved:</b> That the following recommendations be shared with the Cabinet Member for Communities and Cultural Services:</p> <p>i. That the following recommendations from the report be supported:</p> <p>a. To continue to reach Lancashire residents and community groups in more areas so all districts have an equitable share of the Lancashire Culture &amp; Sport Fund.</p> <p>b. To continue to target under-represented areas and communities through working with district councils and community organisations.</p> <p>c. To lower the current maximum pledge of £20,000 to £15,000. This would allow the panel to support more projects at higher pledge amounts, meaning more funds could be spread across the county and increasing the likeliness of more projects reaching their crowdfunding target.</p> <p>ii. That recommendation iii from the report to prioritise those projects in low-income and for under-represented areas not be supported at this time.</p> <p>iii. Officers to consider how venues can be utilised and accessed more for community events, allowing communities to have greater access to venues and facilities that are available in Lancashire.</p>	<p>The recommendations have been shared with the Cabinet Member for Communities and Cultural Services.</p> <p>A response has been provided to committee members and will be included in the Work Programme Report at the 18 April 2024 meeting.</p>

<p>18 April 2024</p>	<p>Partnership Working: Proposals to Review, Co-ordinate and Improve Collaboration</p>	<p>Delivering better services;</p>	<p><b>Resolved:</b> That the following recommendations be shared with the Cabinet Member for Resources, HR and Property (Deputy Leader):</p> <ul style="list-style-type: none"> <li>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.</li> <li>b) Consider potential 'gaps' in our current partnerships, for example, is the county council making the most of its partnerships with universities across Lancashire.</li> <li>c) Consider key performance indicators to be used to identify how partnership working can be benchmarked and measured in terms of success.</li> <li>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.</li> <li>e) A list of senior officers and councillors to be devised detailing involvement in current partnerships.</li> <li>f) Proposals be put together by officers to form an outline plan for taking this work forward.</li> <li>g) That the recommendations detailed in the report, as listed below be taken forward: <ul style="list-style-type: none"> <li>a. Development of a database or map of our current partnership landscape.</li> <li>b. Establish firm legislative frameworks and statutory obligations.</li> </ul> </li> </ul>	<p>The recommendations have been shared with the Cabinet Member for Resources, HR and Property – awaiting response.</p>
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			<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>	
18 April 2024	Lancashire Community Safety Agreement and Performance Update	Delivering better services;	<p><b>Resolved:</b> That the following recommendations be shared with the Cabinet Member for Communities and Cultural Services:</p> <ul style="list-style-type: none"> <li>a) A cross comparative report on crime statistics across Lancashire to be provided to the committee to better understand crime profiles across districts.</li> <li>b) Future reports to the committee to include links to more detailed data, where available, allowing further drilling down of data.</li> </ul>	The recommendations have been shared with the Cabinet Member for Communities and Cultural Services – awaiting response.

			<ul style="list-style-type: none"> <li>c) The final Strategic Assessment to be presented to the committee in early 2025.</li> <li>d) Details of delivery plans at district / unitary CSP level to be shared with committee members.</li> <li>e) A register of which partners are involved in each of the 6 key issues at district level to be shared with committee members.</li> <li>f) Data to be provided on Lancashire youth crime and details about what is being done to prevent crime amongst this group.</li> <li>g) Information to be shared on Lancashire Talking, including useful extracts from recent data.</li> <li>h) A representative of the Crime and Disorder Team to also attend next time to provide an update on Anti-Social Behaviour.</li> <li>i) A Bitesize briefing to be arranged on Domestic Violence and Domestic Homicide reviews.</li> </ul>	
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Libraries update – briefing note

Governance and Constitution reviews – 2024/25 (tbc)