



FYLDE BOROUGH COUNCIL



## Meeting Agenda

**Cabinet**  
**Town Hall, Lytham St Annes**  
**17 January 2007, 7.00pm**



## **CABINET**

### **MEMBERSHIP**

**LEADER – COUNCILLOR JOHN COOMBES**

<b>Councillor</b>	<b>Portfolio</b>
TIM ASHTON	STREETSCENE
SUSAN FAZACKERLEY	CORPORATE PERFORMANCE & DEVELOPMENT
PATRICIA FIELDHOUSE	COMMUNITY & SOCIAL WELLBEING
ALBERT POUNDER	CUSTOMER RELATIONS & PARTNERSHIPS
SIMON RENWICK	CULTURE & TOURISM
PAUL RIGBY	FINANCE & EFFICIENCY
ROGER SMALL	DEVELOPMENT & REGENERATION

Contact: Peter Welsh - Telephone: (01253) 658502 - Email: [peterw@fylde.gov.uk](mailto:peterw@fylde.gov.uk)



## **CORPORATE OBJECTIVES**

The Council's investment and activities are focused on achieving our five key objectives which aim to :

- Conserve, protect and enhance the quality of the Fylde natural and built environment
- Work with partners to help maintain safe communities in which individuals and businesses can thrive
- Stimulate strong economic prosperity and regeneration within a diverse and vibrant economic environment
- Improve access to good quality local housing and promote the health and wellbeing and equality of opportunity of all people in the Borough
- Ensure we are an efficient and effective council.

## **CORE VALUES**

In striving to achieve these objectives we have adopted a number of key values which underpin everything we do :

- Provide equal access to services whether you live in town, village or countryside,
- Provide effective leadership for the community,
- Value our staff and create a 'can do' culture,
- Work effectively through partnerships,
- Strive to achieve 'more with less'.



## A G E N D A

### PART I - MATTERS DELEGATED

ITEM	PAGE
<b>1. DECLARATIONS OF INTEREST:</b> <i>If a member requires advice on Declarations of Interest he/she is advised to contact the Legal Services Executive Manager in advance of the meeting. (For the assistance of Members an extract from the pocket guide produced by the Standards Board for England is attached).</i>	4
<b>2. CONFIRMATION OF MINUTES:</b> <i>To confirm as a correct record the Minutes of the Cabinet meeting held on 15 November 2006 attached at the end of the agenda.</i>	4
<b>3. SPECIAL URGENCY (RULE 16 PROCEDURE RULES) URGENT BUSINESS:</b> <i>To consider any items of special urgency arising</i>	4
<b>4. PERFORMANCE EXCEPTION REPORT</b>	6 – 13
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<b>11. PRUDENTIAL INDICATORS AND TREASURY MANAGEMENT OUTTURN 2005/06</b>	89 - 92
<b>12. LANCASHIRE LOCAL AREA AGREEMENTS AND "EVERY CHILD MATTERS"</b>	93 - 137

## **Declaring Interests In Meetings**

### **Say and Stay**

If the issue being discussed affects you more than other people in the area, you must **say** you have a personal interest but can **stay** and take part and vote in the meeting.

This applies if the personal interest affects either:

- You
- Your partner, relative or a friend
- Your employer, or the employer of your partner, relatives or friends
- Any corporate body in which you, your partner, relatives or friends hold shares with a nominal value of more than £5,000 or of which you or they are a director
- Any firm in which you, your relatives or friends are partners

You must also declare if discussion concerns one of the following organisations in which you, relatives or friends hold a position of control or management:

- A body where you or they are a representative or nominee of the authority
- A body exercising public functions
- A company, industrial and provident society, charity or body directed to charitable purposes
- A body which seeks to influence public opinion or policy
- A trade union or professional association

All declarations should be made at the beginning of the meeting or as soon as you are aware of the issue being discussed. You should also say if anything being discussed relates to anything you are required to declare on the register of interests.

## **Withdrawing From Meetings**

### **Prejudicial interest**

#### **Wash and Go**

If a member of the public, who knows all the relevant facts, would view your personal interest (see above) in the issue being discussed to be so great that it is likely to prejudice your judgement of the public interest, then you must leave the meeting. You must leave the room and cannot seek to influence any decision made.

You also have a prejudicial interest, if you are a member of an overview and scrutiny committee that is considering a decision taken by another committee of which you are a member.

There are some limited exceptions to the requirement that you withdraw from meetings if you have a prejudicial interest. You should refer to the detailed provisions of the code of conduct. If in doubt speak to your Monitoring Officer.

# REPORT

REPORT OF	MEETING	DATE	ITEM NO
POLICY & PERFORMANCE	CABINET	JANUARY 17 <sup>TH</sup> 2007	4

## PERFORMANCE EXCEPTION REPORT

### Public item

This item is for consideration in the public part of the meeting.

### Summary

The report provides details of any exceptions in the performance against the key indicators. Exceptions include where performance is significantly below the target set for the current financial year or where factors that will have a detrimental impact on performance have been identified. The report outlines what is being done to address the performance and who is responsible for the actions.

### Recommendations

1. That the Cabinet supports the actions being taken to address performance issues and that the respective Portfolio Holders also monitor progress through their briefing meetings.
2. That the Portfolio Holder for Corporate Performance and Development provides updated figures against the indicators identified as exceptions as part of the next exception report to confirm that progress has been achieved.

### Portfolio Holder

The item falls within the following Cabinet Portfolio

Corporate Performance and Development: (Councillor Sue Fazackerley)

### Report

1. A series of key national and local performance indicators agreed by the Cabinet and the Performance Improvement Overview & Scrutiny Committee are monitored on a monthly basis to track performance against the agreed targets. This report provides

details of indicators that are performing below the target agreed or where there are known factors that will have a negative impact on future performance. The report also champions where performance has been improved or is exceptional.

2. Based on the latest information that is available against the key performance indicators the following exceptions have been identified on the grounds that performance is behind the target set for the current year:
  - ❑ BVPI 109a The percentage of major commercial and industrial planning applications determined within 13 weeks
  - ❑ BVPI 109b The percentage minor commercial and industrial planning applications determined within 8 weeks (householder applications)
  - ❑ BVPI 109c The percentage of other planning applications determined within 8 weeks
  - ❑ BVPI 64 The number of private sector vacant dwellings returned into occupation or demolished during the financial year as a direct result of action by the authority
  - ❑ BVPI 183a The average length of stay in Bed and Breakfast accommodation of households that are unintentionally homeless and in priority need

All the other key performance measures agreed by the Cabinet are performing to target based on the latest information available.

### **The Planning Indicators**

3. The latest performance figures against the key planning indicators shows that the Council is still behind the target figures for processing applications and performing to bottom quartile when compared against all English District councils.
4. The cumulative figures from April 1<sup>st</sup> to November 30<sup>th</sup> have improved compared to the end of the second quarter (April 1<sup>st</sup> to September 30<sup>th</sup>). However, the nature of the indicator means that when any current late applications are determined this will have a negative effect on performance data for the period in question. The performance over the last three months against these indicators has been included in Appendix 1 to show the month by month figures. Also included are the proposed national minimum standards of performance that the DCLG (Department for Communities and Local Government) have set for all planning authorities to achieve by March 31<sup>st</sup> 2007. Further details of these proposals can be found on the DCLG web site (see the link at the end of the report).
5. The Executive Manager and the Head of Development Control attended the last meeting of the Performance Improvement Committee meeting in November to update members with progress on improving performance. Members were advised that until the two key principal development control posts had been filled current performance was unlikely to improve. One of these appointments started in mid November and the second in mid December. It is anticipated that performance in the last quarter will begin to improve as a result of this. Officers are in discussion with the Planning Advisory Service over any further help and assistance that might be available.

6. Continued performance at the levels quoted is likely to could have a detrimental impact on the amount of planning delivery grant (PDG) the council receives, although the DCLG has scaled back the sums of money likely to be available for the Development Control element of the PDG.
7. Minutes of the Performance Improvement Overview & Scrutiny Committee are available on the Council web site ([www.fylde.gov.uk](http://www.fylde.gov.uk)) outlining the details of the commitment made to address performance in the Development Control Team.

### **The Housing Indicators**

8. The definition for BVPI 183a includes “only households with dependent children or a pregnant woman for whom a local housing authority duty under s.193 of the Housing Act 1996 has come to an end and have spent some time in bed and breakfast accommodation arranged by the housing authority”. The purpose of this indicator is to measure the success in reducing the use of temporary accommodation for unintentionally homeless households which are in priority need. Since August 2006 the council has been unable to discharge this duty to any such households because of a policy change by local housing providers. Consequently it is not possible to calculate the BVPI figure and hence the ‘not applicable’ entry. The housing team has made representations to and is currently working with all housing partners to improve this situation.
9. BVPI 64 the number of private sector dwellings returned to occupation is currently below target having achieved 30% of the target 66% into the year. The target was set based on the number of known private sector dwellings that are unfit for occupation. The Housing team sends out a questionnaire every month to the owners of each property that is classed as unfit. At present the majority of these properties are on the market for sale in their current state or there is renovation work already under way. This means at present there is limited demand for the service although there are several projects currently in the system to be returned back to occupation. In response to this the Housing Team will be proposing a revised target as part of the third quarter performance report to the Performance Improvement Committee on January 25<sup>th</sup> 2007.

### **Recovered Performance**

10. There is some exceptional performance to date amongst the key indicators for Fylde including sickness (BVPI 12) which is still on track to be under 10 days per employee by March 2007. This is even taking into consideration that the winter months traditionally have higher levels of sickness.
11. The benefits indicators (BVPI 78a and 78b) are on target to achieve the end of year performance after the fall in performance earlier in the year due to the introduction of new software systems.
12. The incidents of crime are very low and all the indicators (BVPI 126, 127a, 127b and 128) are on track to be lower than the 2005/06 full year out turn.
13. Web use (local indicators) has continued to increase and the total to date is already in excess of last year with four months to go. Along with the web use over 900 customers a month are dealing with the council online. Targets for web use and online transactions will be achieved by December 2006 and the Performance



Improvement Committee will be asked to recommend new target at their meeting on January 25<sup>th</sup> 2007.

14. The performance of the customer service team has continued to improve over the last few months with levels of customer satisfaction high and call answering rates improving.

IMPLICATIONS	
Finance	The planning indicator performance during 2006 will impact upon the amount of Planning Delivery Grant received by the Council in 2007/08. Although this is accounted for outside of the Council's main revenue budget it is likely to have an impact on the development of the service during 2007/08.
Legal	There are no direct legal implications arising from this report.
Community Safety	There are no direct community safety implications arising from this report.
Human Rights and Equalities	There are no direct human rights and equalities implications arising from this report.
Sustainability	There are no direct sustainability implications arising from this report.
Health & Safety and Risk Management	There are no direct health & safety and/or risk management implications arising from this report.

Report Author	Tel	Date	Doc ID
ALLAN OLDFIELD	(01253) 658576	DEC 14 <sup>TH</sup> 2006	

List of Background Papers		
Name of document	Date	Where available for inspection
Planning Performance Standards	October 2006	<a href="http://www.communities.gov.uk/index.asp?id=1002882&amp;PressNoticeID=2313">http://www.communities.gov.uk/index.asp?id=1002882&amp;PressNoticeID=2313</a>
Audit commission bvpi definitions	January 2006	<a href="http://www.audit-commission.gov.uk/performance/">http://www.audit-commission.gov.uk/performance/</a>
Audit commission bvpi out turns	January 2006	<a href="http://www.audit-commission.gov.uk/performance/dataprovision.asp">www.audit-commission.gov.uk/performance/dataprovision.asp</a>

List of appendices

**Appendix 1:** The Key Indicators Progress Report 2006/07.

**Appendix 2:** The Housing Indicators

## Appendix 1: Key Indicators Progress Report 2006/07

Key Performance Indicator		All England Top	All England Average	All England Bottom	Fylde Actual 2005/06	2 <sup>nd</sup> Quarter Progress	Progress to Date	Target 2006/07
<b>BVPI 8</b>	Percentage of undisputed invoices that were paid within 30 days of receipt or within agreed payment terms.	97%	93.28%	91.06%	92.29%	94.87%	95.03%	97%
<b>BVPI 9</b>	The percentage of Council Tax collected by the Authority in the year.	98.5%	97.8%	97.31%	97.46%	58.3%	77.12%	98.1%
<b>BVPI 10</b>	The percentage of Non-Domestic Rates collected by the Authority in the year.	99.2%	98.63%	98.22%	97.33%	61.2%	78.96%	98.4%
<b>BVPI 12</b>	Number of working days/shifts lost to the Authority due to sickness absence (per FTE)	8.48 days	9.78 days	11.10 days	11.67 days	4.78 days	6.22 days	10.5 days
<b>BVPI 64</b>	The number of private sector vacant dwellings returned into occupation or demolished during the financial year as a direct result of action by authority.	25	19.83	2	8	6	6	20
<b>BVPI 183a</b>	The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need.	1 week	4 weeks	5 weeks	5 weeks	Not Applicable	Not Applicable	4 weeks
<b>BVPI 78 a)</b>	Housing/Council Tax Benefit - Average time for processing new claim (calendar days)	28 days	35.6 days	40.6 days	43.1 days	44.35 days	35.56 days	35 days
<b>BVPI 78 b)</b>	Housing/Council Tax Benefit - Average time for processing notifications of changes in circumstances (calendar days)	6.8 days	10.5 days	12.4 days	7.9 days	6.91 days	8.06 days	7 days
<b>BVPI 82 ai)</b>	<b>The percentage</b> of household waste arisings which have been sent by the Authority for recycling	19.33%	16.08%	12.36%	15.93%	16.94%	18.9%	18%
<b>BVPI 82 bi)</b>	<b>The percentage</b> of household waste arisings which have been sent by the Authority for <b>composting</b> or treatment by <b>anaerobic digestion</b> .	10.55%	6.49%	4.24%	20.46%	25.26%	21.7%	22%

Key Performance Indicator		All England Top	All England Average	All England Bottom	Fylde Actual 2005/06	2 <sup>nd</sup> Quarter Progress	Progress to Date	Target 2006/07
<b>BVPI 84 a</b>	Kilogrammes of household waste collected per head of authority population.	380.4kg	412.3kg	442.8kg	426.1kg	223.34kg	293.76kg	418kg
<b>BVPI 199 a)</b>	The proportion of relevant land and highways (%) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.	10%	16.3%	21.5%	8.1%	No data	8%	8%
<b>BVPI 109 a)</b>	The percentage of major commercial and industrial planning applications determined within 13 weeks	71.25%	59.05%	46.87%	43.1%	29%	41.67%	65%
<b>BVPI 109 b)</b>	The percentage of minor commercial and industrial planning applications determined within 8 weeks	75.28%	67.56%	61%	72.00%	35%	36.61%	75%
<b>BVPI 109 c)</b>	The percentage of other planning applications determined within 8 weeks	88.01%	82.79%	79.98%	83.27%	57%	56.23%	90%
<b>BVPI 126</b>	The number of domestic burglaries per 1000 households	Amended PI no data			7.38	1.09	1.81	No Targets set by police
<b>BVPI 127a</b>	Violent crime per 1000 population	Amended PI no data			11.48	3.03	4.48	
<b>BVPI 127b</b>	Robberies per 1000 population	Amended PI no data			0.33	0.07	0.11	
<b>BVPI 128</b>	Vehicle crimes per 1000 population	6.84	9.68	11.54	4.67	1.10	1.87	

Month by Month Performance		August	September	October	November	National Minimum Standard
<b>BVPI 109 a)</b>	The percentage of major commercial and industrial planning applications determined within 13 weeks	100%	No data	0%	No data	60%
<b>BVPI 109 b)</b>	The percentage of minor commercial and industrial planning applications determined within 8 weeks	40%	23.08%	33.33%	41.67%	65%
<b>BVPI 109 c)</b>	The percentage of other planning applications determined within 8 weeks	67.35%	33.87%	62.75%	54.65%	80%

<b>Local Indicator</b> (Various)	<b>Actual 2005/06</b>	<b>2<sup>nd</sup> Quarter Progress</b>	<b>Progress to date</b>	<b>Target 2006/07</b>
The percentage of phone calls answered within 30 seconds	50%	No data	58%	65%
The percentage of phone calls to 01253 658658 answered during working hours	77%	76.5%	83%	80%
The percentage satisfaction with the service delivered by the customer service team	96%	100%	89%	98%
The percentage of people satisfied with the length of time they had to wait when contacting the council	95%	100%	100%	96%
The percentage of people who felt that the level of comfort and facilities in the one stop shops were 'good' or 'very good'	96%	100%	100%	98%
The total number of online transactions with the Council	No data	3134	4880	5000
The total number of unique visitors to the web site <a href="http://www.fylde.gov.uk">www.fylde.gov.uk</a>	49080	43472	61375	62000
The number of days sickness and absence per employee that is not long term sickness	5.16 days	1.64 days	1.80	4 days
The number of missed bins per 100,000 collections	30	26	26	<50

**The Housing Indicators - (further explanation of BVPI 183a)**

1. BVPI 183a aims to measure an authority's success in reducing use of temporary accommodation for housing unintentionally homeless households which are in priority need. It includes households that both:
  - have dependent children or include a pregnant woman, where permanent residential accommodation has been found; and
  - have spent some time in bed and breakfast accommodation arranged by the Council

The BVPI is calculated once the Council's duty to re-house such households has been discharged. Since August 2006 the Council has been unable to discharge this duty to any such households because of a policy change by local housing providers. Consequently it is not possible to calculate the BVPI figure and hence the 'not applicable' entry. The housing team is currently working with all housing partners in an attempt to improve this situation.

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
CORPORATE POLICY AND PERFORMANCE EXECUTIVE MANAGER	CABINET	17 <sup>TH</sup> JANUARY 2007	5

## CORPORATE EQUALITY POLICY

### Public item

This item is form consideration in the public part of the meeting.

### Summary

The report details the Councils commitment to deliver equality in employment and service delivery through the Corporate Equality Policy, and how this policy complies with the Statutory requirement of Race Equality and Disability Equality. It outlines the process of how we intend to mainstream equalities by working through the Local Government Equality Standard..

### Recommendations

1. That Cabinet supports the draft Corporate Equality Policy which incorporates the Councils Race Equality Scheme and the Disability Equality Scheme.
- 2.. That Cabinet supports the Councils commitment to achieving the Local Government Equality Standard.
3. That Cabinet supports the action plan and timetable for achieving the Local Government Equality Standard as outlined in the policy.

The item falls within the following cabinet portfolio[s]:

Corporate Performance and Development:

(Councillor Sue Fazackerley)

## **Background**

1. The Council is working towards the Equality Standard for Local Government as a means of performance managing the equality agenda. The basic principle behind the equality standard is that equalities must be mainstreamed in all the Councils activities as both an employer and service provider. Part of the requirement to achieve level 1 of the standard is to produce a Corporate Equality Policy.
2. Although the equality standard is a voluntary process it is also a National Best Value Performance Indicator and therefore our achievement against the standard is reported on an annual basis. It also forms part of every inspection and/or audit that is carried out.
3. However, a Corporate Race Equality Scheme and Disability Scheme are both statutory requirements and they form Appendix 3 and 4 respectively of the Corporate Equality Policy.
4. The Corporate Equality Policy outlines how the Council intends to meet its duty to promote and implement equality of opportunity in all of its activities, by achieving the Local Government Equality Standard.
5. The Standard consists of five separate but incremental levels of performance that enables the Council to break down the mainstreaming of the policy into manageable stages. The Council intends to progress through the five levels in line with the following timetable:

<b>Level</b>	<b>Key Theme</b>	<b>Achieved by</b>
Level 1	Commitment to a comprehensive equality policy	December 2006
Level 2	Assessment and consultation	December 2007
Level 3	Setting equality objectives and targets	December 2008
Level 4	Information systems and monitoring against targets	December 2009
Level 5	Achieving and reviewing outcomes	December 2010

<b>IMPLICATIONS</b>	
Finance	No direct implications from the report
Legal	No direct implications from the report
Community Safety	No direct implications from the report
Human Rights and Equalities	As outlined in the Corporate Equality Policy

Sustainability	No direct implications from the report
Health & Safety and Risk Management	No direct implications from the report

Report Author	Tel	Date	Doc ID
Allan Oldfield	(01253) 658	14 <sup>th</sup> December 2006	

List of Background Papers		
Name of document	Date	Where available for inspection
Document name		Council office or website address

#### **Attached documents**

1. The Corporate Equality Policy





### **Corporate Equality Policy 2006-2009**

<b>Title of Policy</b>	<b>Equality policy 2006-2009</b>
<b>Purpose of Policy</b>	<b>Provides framework for the authority and sets out the priority areas for which action to be taken.</b>
<b>Date of Policy</b>	<b>December 2006</b>
<b>Policy Review Date</b>	
<b>Policy Author</b>	<b>Lorraine Charlesworth/Allan Oldfield</b>

#### **Introduction**

Fylde Borough Councils Comprehensive Equality and Diversity Policy is our commitment to identifying and removing barriers that discriminate or prevent equal access to services and employment.

Our vision is to be an excellent Council that improves the quality of life for everyone, this includes valuing diversity and respecting others. Our Equality and Diversity agenda is therefore not just about responding to targets set by legislation or reaching performance objectives, it is about how we behave toward each other every day of our lives. As a Council we are one of the biggest employers in the borough and the services we provide have an impact on everyone who lives, works in, or visits Fylde. We aim to make sure that everyone is confident of being able to access our services, seek employment and take an active part within the community without the fear of prejudice or discrimination.

#### **Equalities Statement**

The Council is committed to valuing diversity and promoting and implementing equality of opportunity in all its activities.

This commitment is based on a belief that successfully promoting the social, economic and environmental wellbeing of the community depends upon everyone having a stake in the future of the Borough.

We recognise that we can reduce the disadvantages experienced by many people by making our activities more responsive to the different and various individual and community needs evident throughout Fylde. The Council values the diversity of the population of the Borough and wants its activities to be accessible, relevant and meaningful to everyone.

We will work towards an environment and culture where everyone is encouraged and supported to develop their full potential regardless of gender, race, ethnic origin, disability, age, sexual orientation, nationality, religion, belief, demography or any other individual characteristics which may impact upon a persons opportunities in life.

The aim of this policy is to ensure that the council is an organisation that recognises and values diversity and becomes a leading edge example of good practice. This will be achieved by implementing equal opportunities for all issue groups across the whole spectrum of council activities.

We will communicate the policy to our employees, job applicants, customers, partners, contractors and other stakeholders as appropriate by various means.

In brief, we believe that valuing and managing diversity is about recognising and appreciating individual needs and differences and treating everyone with dignity and respect. To achieve its commitment to its equality agenda the Council will provide the resources needed for equality activities.

### **What is the Corporate Equality Policy?**

This is the first Corporate Equality Policy (CEP) produced by Fylde Borough Council. It is a three year action plan that will mirror the statutory timetable of the Race Equality Scheme for equality and diversity work across the whole Council. It provides a framework for the authority and sets out the priority areas in which action is to be taken in order to deliver improvements.

The Councils aim is to fully embed equality and social inclusion into all its work and this is reflected in the Corporate Plan and performance management framework.

The CEP like the Councils Equal Opportunities Policy is intended to create equality of opportunity for everyone in the Borough of Fylde. However, there are some people that the CEP is particularly aimed at supporting. These are the groups of people who are often in the minority of society, who are disaffected or who can be marginalised or unintentionally excluded from certain activities or services through no fault of their own. The discrimination can occur along one or more of the following lines:

- Race
- Gender
- Disability
- Sexual Orientation
- Religious or other Beliefs
- Age
- Economic Status
- Geographical Residence

There are a series of different laws that apply (or will in due course apply) to most of the above equality issues in order to provide legal protection from discrimination.

### **The structure and content of the Corporate Equality Policy**

The Corporate Equality Policy sets out the overarching framework or approach that the Council has adopted in relation to its work on equality issues. The action plan sets out a series of activities, which link to broader priorities that the Council will work towards.

To distinguish between these different elements of the CEP the document is divided into 3 parts.

Part 1 – The corporate performance management of equality

Part 2 – Corporate equality priorities and action plan for 2006-2009

Part 3 – The Race Equality Scheme 2006-2009

Part 4 – The Disability Equality Scheme 2006-2009

The Race Equality Scheme (RES) and Disability Equality Scheme (DES) are incorporated into the CEP. This is important because the scheme forms part of the Councils overall commitment to equal opportunities and it must be consistent with the CEP.

## **Contents**

### **Part 1 – The Corporate Performance Management of Equality**

- ❑ The Equality Standard for Local Government
- ❑ The Equality Standard and Civil Rights Legislation
- ❑ Monitoring the achievement of the Equality Standard and Equality Objectives
- ❑ Fair Employment and equal access to services

### **Part 2 – Corporate Equality priorities and action plan for 2005-2008**

- ❑ How is the Corporate Equality Plan informed?
- ❑ Corporate Equality priorities for 2005-2008
- ❑ Corporate Equality Plan actions for 2005-2008

### **Part 3 – The Race Equality Scheme 2005-2008**

- ❑ What is the Race Equality Scheme?
- ❑ A brief overview of Race Relations legislation
- ❑ Progress in Fylde since the 2002 scheme
- ❑ The performance management of race equality
- ❑ The Race Equality Scheme Action Plan 2006-2009

### **Part 4 – The Disability Equality Scheme 2006-2009**

## **Appendix A**

The Equality Planning Process diagram

## Appendix B

Assessment of functions and policies 2006

## Appendix C

How has the Council progressed the action in the Race Equality Scheme during 2004-05?

## Appendix D

Details of consultation

### Part 1 – The Corporate Performance Management of Equality

#### *The Equality Standard for Local Government*

The Equality Standard for Local Government is a national standard against which local authorities are assessed annually. It helps Councils demonstrate that equality policy and practice is in the mainstream of all its activities and ensures it is a good employer that offers high quality services to all.

The Council has chosen to work beyond the basic Standard that covers race, gender and disability to include age, sexual orientation, religion and beliefs. It also uniquely covers urban and rural areas of the Borough to avoid any adverse affect to the community residing in these areas.

The Standard consists of five separate but incremental levels of performance that enables the Council to break down the mainstreaming of the policy into manageable stages. The Council intends to progress through the five levels in line with the following timetable:

Level	Key Themes	Achieved by
Level 1	Commitment to a comprehensive equality policy	December 2006
Level 2	Assessment and consultation	December 2007
Level 3	Setting equality objectives and targets	December 2008
Level 4	Information systems and monitoring against targets	December 2009
Level 5	Achieving and reviewing outcomes	December 2010

#### *Equality and Performance Management*

Having an effective performance management system has multiple benefits for the Council, ultimately resulting in better, more efficient services. Equality and Diversity are important aspects of performance management, not only does the Council approach to diversity impact upon its overall performance rating (through the Best Value Performance Indicators) it also impacts upon how performance is managed within the organisation. A performance management approach that recognises and promotes diversity, whilst supporting fairness and equity will ensure that people are selected and developed on the basis of their capability to do the job.

### *Mainstreaming Equality in Performance Management*

The Council is committed to mainstreaming the equality agenda and its management by incorporating key concepts from the Standard into the annual planning process these include self assessment, information and monitoring, consultation, equality impact assessment (EIA) and equality objective setting. This is a key objective for the Authority in order to achieve Level 1 of the standard and progress through the standard to Level 5.

Each Business Unit of the Council is required to complete a standard equality planning template as part of their service plan. The template sets out a process for and rationale behind the equality objectives and actions set by service. The equality objectives and actions are monitored and reviewed in the same way as other activities within the service plan, with new equality objectives being set each year. Each Business Unit will identify the need for any full equality impact assessments in the year ahead and outline when these will take place.

### **Impact Assessments**

#### *Step One*

When a new policy or function is planned or a current policy is subject to a review, the first step is to screen it for relevance to the promotion of race, gender, disability, sexual orientation, religious or other beliefs, age, rural or urban demography. If the proposed policy or function is relevant then the next stage is applicable.

If the policy or function is not deemed to be relevant then the Units action plan will reflect this.

#### *Step Two*

Before proposals are finalised an equality impact and needs assessment of the policy or function must be undertaken. This means identifying the needs of users and potential users and the likely impact of the proposals on different sections of the community or our workforce. The aim is to ensure that what is put in place is as inclusive as possible from the start. It is at the planning stage that key issues relating to access need to be addressed.

An important aspect of this initial assessment is the consultation and involvement of potential users (more information about the Councils work in this area is given below).

#### *Step Three*

The results of the assessments and consultations are then built into the final proposals and published – usually within the final report.

### *Step Four*

Although the aim is to get it right first time, it is important that once a service is up and running, it is regularly monitored on its effectiveness in meeting its objectives and the needs of the target group(s). The type of monitoring information collected and the methods used for obtaining must be appropriate to the service, the users and the improvement process.

### *Step Five*

Whenever unmet needs or equalities in access or outcomes are found, these are addressed by setting equality improvement targets backed up by a time bound action plan.

## **The Equality Standard and Civil Rights Legislation**

The Council has adopted the Equality Standard as the performance management tool for all of its equality work. It is important that all ongoing work i.e. complying with recent pieces of civil rights legislation including the Race Relations (Amendment) Act 2000 and the Disability Discrimination Act 1995 and 2005 is integrated into one consistent and comprehensive approach.

All equality objectives and actions should be integrated into the equality planning process. This will enable all equality actions to be included and monitored within service plans.

### *The Equality Standard and the Race Relations (Amendment) Act 2000*

The Race Relations (Amendment) Act 2002 (RR(A)A) introduced the requirement for all public bodies to produce a Race Equality Scheme (RES) which must be kept under review and revised substantively every three years. The Scheme is essentially a strategy and action plan that sets out how the authority will respond to its obligations under the Act and which summarises the Authority's approach to race equality.

Since the creation of the Council's first Race Equality Scheme in 2002 the Council has moved on considerably in its approach to improving performance around race equality, and equality issues in general. The processes around the Equality Standard have improved and will continue to improve to mainstream the work required under the RR(A)A.

Equality Impact Assessments as previously described are an important aspect of level 3 of the Equality Standard, but they are also a statutory requirement of the Race Relations Amendment Act 2000 for all new and amended policies that are judged to be relevant to race equality. The Council has incorporated and extended this statutory obligation around race into its wider work on Equality Impact Assessment. Adverse impact is monitored on an ongoing basis through the equality planning process.

### *The Equality Standard & the Disability Discrimination Act 1995 & 2005*

As in the case of RR(A)A, the Equality Standard and the Equality Impact Assessments will also help the Council to respond more effectively to the needs of the disabled community and its obligations under the DDA.

From October 2004 all organisations must develop and produce action plans that show how they will enable improved physical access to buildings and services and by when. All business units are required to include specific disability access actions for their service within the equality planning process. This will ensure that planning to address all relevant disability access issues is undertaken annually and also monitored on a regular basis.

#### *Monitoring the achievement of the Equality Standard and Equality Objectives*

The Council will monitor, scrutinise and audit progress against the Standard generally and specifically against the equality objectives and actions.

#### *Day to Day monitoring at a service level*

The Portfolio Holder is briefed on the equality objectives and EIAs that have been set for the service at the beginning of the year. Regular discussions will be part of the normal procedure for monitoring service plans and briefing Members on progress made. The senior manager will be responsible for this in accordance with methods and practices they have put in place. Progress will be reported to the Equality and Diversity Steering group.

#### *Monitoring through the Equality and Diversity Steering group*

The Equality and Diversity Steering group consists of representatives from each Business unit. The purpose of the group is to contribute to the corporate co-ordination of equality work. The group will play a vital role in communicating with and supporting managers to embed the equality planning process within the organisation.

The Steering group will consult with relevant managers(s) to report progress on equality objectives and collectively undertake quarterly monitoring of key equality objectives and EIAs. This will inform the reports taken to the Corporate Management Team and Members.

#### *Internal Audit of work towards the Equality Standard*

The Internal Audit team will audit the Equality Standard level as the Council works through the Standard. This work will continue throughout the implementation of the Standard at appropriate intervals and will inform decisions made by the Executive Team about the readiness to progress through the Equality Standard levels.

#### *Monitoring through the Corporate Management Team*

The Corporate Management Team will receive biannual reports regarding progress against the equality objectives and EIAs that have been produced by the business units. This will be supplemented by 'exception reporting' if particular concerns arise in the meantime.

### *Corporate Scrutiny of Equality and Diversity Work*

The Democratic and Member Services Business Unit will summarise equality and diversity issues that have arisen from corporate scrutiny work during the previous year. This will be used to inform corporate work around equalities and highlight any issues for future scrutiny panels to investigate.

The approach to the Scrutiny of equality and diversity will be developed with relevant Members with equality and diversity issues included in the scope of Scrutiny reviews.

### *Corporate Overview by Elected Members*

The CEP and progress against the action plan will be reported to Cabinet on a bi annual basis and to full Council on an annual basis.

## **Part 2 - Corporate equality priorities and action plan for 2006-7**

### *How is the Corporate Equality Plan informed?*

There is a wide range of information at both the national and local level that the Council will use to determine what it needs to do on an annual basis to improve equality planning and performance management. Because many equality issues are covered by specific pieces of civil rights legislation the Council will ensure that it responds in an appropriate and timely way to changes that are happening nationally and sometimes at a European level.

The following list outlines how the Council's equality planning is guided by wider national, often legislative factors, but also by issues that have emerged as being important to Fylde Borough Council and its residents.

### *National influences*

This list summarises some of the main national 'drivers' for the Councils equality planning

- Equality Standard for Local Government
- Race Relations Act 1976
- Race Relations Act 1976 (Amended 2000)
- Disability Discrimination Act 1995 (Amended 2004)
- Sex Discrimination Act 1975 (Amended 1986)
- Sex Discrimination (Gender Reassignment) Regulations 1999
- Equal Pay Act 1975 (Amended 1984)
- Human Rights Act 1998
- Sex Discrimination (Indirect Discrimination and Burden of Proof) Regulations 2001
- Employment Equality (Sexual Orientation) Regulations 2003
- Employment Equality (Religion or Belief) Regulations 2003
- Draft Disability Discrimination Bill 2003



- Employment Equality (Age) Regulations 2006

It is unclear whether equality legislation will be harmonised in future in the form of a single equality act.

#### *Local influences*

This list summarises some of the main local drivers for the Councils equality planning and key sources of data or consultation process:

- The Community Strategy
- The Corporate Plan
- The Equal Opportunities Policy
- The Race Equality Scheme
- The Human Resource Strategy
- The 2001 Census data
- The Quality of Life report (every 3 years)
- The Listening Day data (every year)
- The Employee Survey (every 2 years)
- The Citizens Panel surveys

#### *Corporate Equality Priorities for 2006-2009*

The Councils corporate equality priorities are grouped under four themes, which are consistent with the ideas underpinning the Equality Standard, as well as the Specific Duties under the Race Relations (Amendment) Act 2000. These themes provide a comprehensive framework for the Council corporate equality priorities and help ensure that all relevant aspects of equality work are prioritised and covered annually. The themes are:

- Leadership and Corporate Commitment
- Assessment, consultation and monitoring
- Equal access to services and customer care
- Employment and training

The priority actions under each theme for the next three years are as follows:

#### *Leadership and Corporate Commitment*

- Strengthen and formalise the role of the Deputy Chief Executive as the corporate lead on equality issues
- Incorporate equality targets/standards into the corporate procurement of goods and services and create appropriate contract monitoring systems.
- Promote joint working on equality issues through the Local Strategic Partnership and other relevant partnerships
- Update progress against the Corporate Equality Plan and Race Equality Scheme on an annual basis
- Fully review the Corporate Equality Plan and Race Equality Scheme by November 2009

- Respond as required to the forthcoming Equality Bill

#### *Assessment, Consultation and Monitoring*

- Achieve all components of Level 1 of the Equality Standard by December 2006 through to Level 4 by December 2009.
- Develop the Councils approach to corporate Scrutiny of equalities issues
- Continue to develop good consultation practice guidance/models with equalities groups
- Ensure that IT systems support the collection and analysis of employee and customer profiles

#### *Equal Access to Services and Customer Care*

- Continue to plan and deliver the access requirements of the Disability Discrimination Act 1995
- Ensure planned Equality Impact Assessments are identified, undertaken and their implementation is monitored in service plans
- Begin to develop business unit and service area equality targets or standards

#### *Employment and Training*

- Complete an equal pay review by 2007 and report on the implementation of the pay review recommendations by March 2008
- Revise and update the Councils Equal Opportunities Policy
- Expanding the membership of the Equality and Diversity Steering Group
- Provide guidance on and implement the Employment Directive in relation to age discrimination by 1 October 2006
- Strengthen the emphasis on equalities within the employee induction process
- Ensure through fair employment practices that the Councils workforce is representative of the local community and targets are met
- Continue to plan and provide training on race equality and diversity, the Equality Standard and Community Cohesion as part of the Corporate Training and Development programme
- Review all relevant employment practices and procedures to ensure full coverage of equalities issues and groups
- Build equality objectives and targets into Manager and Employee competence and the Performance and Development Appraisal

These priorities have been transferred into an action plan that outlines why the Council has chosen each priority, how they are likely to be delivered, who is responsible for delivering them, by when, and how the Council and the community will know we have achieved them.

Progress against each priority will be monitored in accordance with the monitoring arrangements outlined in this policy.

### **Part 3 – The Race Equality Scheme**

The Council is required to produce a Race Equality Scheme (RES) under the Race Relations (Amendment) Act 2000, Fylde Borough Council is committed not only to meeting its statutory duty but going beyond this. Through the Race Equality Scheme the Council seeks to set an agenda for everyone living or working in the Borough. The Council seeks to make everyone feel included and that its policy of equal opportunity and access to services applies to all its customers, residents and employees regardless of their ethnic background.

The scheme will be overseen by the Human Resources Manager and monitored and reviewed regularly by the Equality and Diversity steering group.

Annual reports will be published on the progress that we have made against the scheme. These will be available from the Human Resources Manager.

#### *A brief overview of the Race Relations Legislation*

The Race Relations Act came into force in 1976 and made it unlawful for most public, private and voluntary organisations to discriminate on racial grounds in areas such as employment, education, housing, goods, facilities and services.

The Amendment to the Act was prompted by the Stephen Lawrence inquiry report, which identified the problem of “institutional racism”. This is where an organisation, sometimes unwittingly, discriminates against certain ethnic groups resulting in a range of negative consequences.

The Race Relations (Amendment) Act 2000, highlights the need to “mainstream” race equality, in other words to consider it when looking at all our policies, procedures and practices.

The Act also takes the 1976 legislation further by placing a ‘positive duty’ on many public authorities to:

- ❑ To eliminate unlawful racial discrimination
- ❑ To promote equal opportunities, and
- ❑ To promote good relations between people from different racial groups

These three requirements are known as the “general duty to promote race equality”.

The Act also places certain specific duties on the Council, these are not a separate set of duties, they are a means to an end i.e. the means by which the Council ensures it meets its obligations in respect of the general duty as set out above.

The specific requirements in relation to a Race Equality Scheme are:

- ❑ The preparation and publication of such a scheme which sets out how the Council intends to meet its obligations under the general duty and any other specific duties.
- ❑ An assessment of the Councils functions and policies that it feels are relevant to the general duty (reviewed every three years).

- ❑ The Councils arrangements for assessing and consulting on the impact that any policies it is proposing are likely to have on the promotion of racial equality.
- ❑ The Councils arrangements for monitoring its policies for any adverse impact on the promotion of racial equality.
- ❑ The Councils arrangements for publishing the results of assessments, consultations, monitoring.
- ❑ The Councils arrangements for ensuring that the public has access to information and to the services that it provides.
- ❑ The Councils arrangements for the training of its staff on issues relevant to the general duty.

There are also the following specific duties relating to employment issues:

- ❑ Monitoring the ethnicity of employees in post, applicants for jobs, promotion and training.
- ❑ Monitoring the ethnicity of employees who receive training benefit, or suffer detriment as a result of performance development appraisal, are involved in grievance procedures, are dismissed or leave for other reasons.
- ❑ Publish annually the results of the ethnicity monitoring.

#### *The Fylde Race Equality Values, Principles and Standard*

The Council accepts the Commission for Racial Equality's guidance that 'due regard does not mean that race equality is less important when the ethnic minority population is small'. Whilst the situation at Fylde is different from those Councils with larger black and minority ethnic population, we recognise the day-to-day racism and racial abuse that is suffered by black and minority ethnic people, and acknowledge that this can be more severe for those in isolated communities. The Council accepts the finding of the Stephen Lawrence Inquiry which made the point that treating everyone the same will not provide equal opportunities for people who are substantially disadvantaged and discriminated against, and whose culture may not be understood. At Fylde we will continue to take steps to ensure:

- ❑ Our workforce and service provision reflects the multi-racial nature of Fylde generally
- ❑ Racism is acknowledged as a problem for both black and minority ethnic people and white people, and
- ❑ Our services are designed and continually reviewed so that they are accessible and appropriate to meet the needs of our residents.

#### *How we will meet the general duty*

We will meet the general duty through:

- ❑ Assessing each function for its relevance to the general duty. A list of functions is attached at Appendix X. Each function has been prioritised in terms of their impact on race equality having completed the assessment pro forma (Appendix ?) and by the application of the criteria set out in Appendix ? thus ensuring that each assessment meets the same criteria. We are

open to changing certain priorities if it becomes clear following consultation, that a higher or lower priority would be more appropriate.

- ❑ Ensuring that the mechanisms of the Race Equality Scheme and action plans are integrated within the Councils Service Action Planning process. Specific race equality actions will be incorporated into:
  - ❑ Community Strategy
  - ❑ Corporate performance plan and reviews
  - ❑ Equality standard for local government
  - ❑ Community Safety Strategy
  - ❑ Local Plan
  - ❑ Housing Plan

The General Duty will be reviewed and measured annually as a National Best Value performance indicator BVPI 2b.

#### *How we will meet the specific duties*

Assessing existing functions and policies for their impact on race equality:

- ❑ The Business Units, within which the relevant function or policy falls, will carry out the assessment, with appropriate guidance and support within a corporate framework to ensure consistency.
- ❑ We will examine evidence on service participation and satisfaction, and analyse how services are provided, whether they take account of cultural identified needs, or the effect of past discrimination. If any adverse impact is identified, action to eliminate or mitigate the adverse effect will be implemented.
- ❑ Monitoring and reviewing the impact of functions on different racial groups will use a variety of techniques including:
- ❑ Consultation with users and non-users of services, monitoring and reviewing of complaints made through the Councils complaints procedure, focus groups and workforce monitoring and reviewing.
- ❑ Providing guidance to business units on the maintenance of appropriate records to monitor and review the scheme. The results will be collated centrally in order to address any corporate issues, which may emerge.
- ❑ Identifying, from the monitoring and reviewing, the effects of the function on different racial groups and checking whether there are any differences between the groups, which have an adverse impact on them. For the purposes of ethnic monitoring and reviewing, the categories currently used by the Council are based on the 2001 census (England) (See Appendix 2).
- ❑ Extending existing monitoring and reviewing practices to cover the new areas. The information collected will be used to assess any differences

between racial groups, investigate any differences and to deal with any unfair or potential for unfair discrimination where such is found to exist. The key results will be published in the Councils Corporate Performance Plan.

- ❑ Managers will report their assessments, progress and monitoring and reviewing to the Executive Team and include any tasks to improve race equality and diversity in their annual service plans. This will then mirror the reporting procedure of the Corporate Equality Plan.

#### *Assessing proposed policies for their impact on race equality*

The code of practice suggests that this should include, not only formal policies, but informal arrangements and 'custom and practice'. All proposed policies shall be subject to impact assessments that will address the central question 'could this policy affect some racial groups differently and detrimentally and will it promote good race relations?' Assessments will draw on demographic data, research, comparison with other local authorities and public agencies, survey data and ethnic monitoring and reviewing data.

When carrying out a full impact assessment the Council will:

- ❑ Set clear policy aims and objectives
- ❑ Collect existing ethnic data and commission research if necessary
- ❑ Use the data to decide whether the policy is likely to affect different racial groups, directly or indirectly in different ways.
- ❑ Consider changes to the policy to prevent any adverse impact or unlawful discrimination, while still delivering the aims of the policy.
- ❑ Consult interested parties, service users, trade unions, and members of the public on the preferred policy.
- ❑ Take account of all the assessments and consultations before making a final decision on the policy
- ❑ Monitor and review the policy and its impact, and publish the results of the impact assessments, consultation and monitoring and reviewing

Tasks to be undertaken in order to eliminate the negative impact of proposed policies on race equality and diversity will be built into annual service plans.

The Council will provide appropriate support and training to managers so that they are able to carry out impact assessments in an effective and timely way, and incorporate them into the mainstream plans for their service.

Consultation on new and amended policies will be done via a variety of means, with interested parties. A consultation plan will be drawn up for each proposed policy at the time a final draft is completed, and all feasibility studies/report will incorporate a race equality dimension.

The Council will approach partners in the Local Strategic Partnership with a view to devising a consultation strategy which identifies our ethnic minority stakeholders, how to access their views, and a plan for conducting joint consultation exercises which meet several needs at the same time.

### *The performance management of race equality*

The Race Equality Scheme and action plan will be monitored in line with the CEP as follows:

- ❑ Day to day monitoring at a service level
- ❑ Monitoring through the Equality and Diversity Steering Group
- ❑ Internal Audit of work towards the Equality Standard
- ❑ Monitoring through the Corporate Management Team
- ❑ Corporate Scrutiny of Equality and Diversity Work
- ❑ Corporate Overview by Elected Members

Service areas set equality objectives that they must work towards achieving each year, some of which will relate directly to race equality. These objectives are contained in each service plan in some detail and therefore not repeated here. Annual plans for consultation with a wide range of service users are also summarised in each service plan. The Council has procedures to investigate and deal with racial incidents and will continue to take immediate action and monitor and review outcomes from these.

### *Relevance*

As part of the service planning process, all services are now required to come to a judgement about the implications of their services or policies on equality. The concept of relevance is important in the Race Relations Amendment Act and has also been extended to the other equality dimensions of gender, disability, age, sexual orientation and people with different religions and beliefs, in the Councils own equality planning process.

### *Equality Impact Assessment*

The introduction of Equality Impact Assessments or EIAs is a significant step forward for the Council and most service areas will identify at least one EIA for the year ahead. The idea of assessing the effect or potentially negative consequences of our services and policies on equality sits at the heart of the general duty to promote race equality. The Councils equality planning process has extended this so that EIAs will also look at gender, disability, age, sexual orientation and people with different religions and beliefs. For 2006-2007 the criteria that services should use are as follows:

- ❑ Proposed policies
- ❑ Fundamental changes to a service including restructures, and
- ❑ As part of a Best Value/Improvement/Service review

The criteria will be reviewed in 2007-2008.

### *The Councils progress around race equality*

- ❑ Subscription to international interpretation services
- ❑ Staff training on equality and diversity has developed
- ❑ Ethnic monitoring and reviewing of workforce

- ❑ Accessible Customer Contact Centre
- ❑ Navarro Charter Mark
- ❑ Shared skill sets across the council for translations

### *Challenges for the next three years*

The Council wishes to build on foundations laid in the last 3 years and concentrate on the following areas:

- ❑ Staff training on recruitment and selection
- ❑ Understanding who our customers are in terms of ethnicity
- ❑ Ensuring that race equality is embedded in Service planning
- ❑ Ensure that all relevant services are equality impact assessed for impact on different racial groups
- ❑ Building the capacity of all our staff to deliver an accessible service.

### *Our Race Equality Strategic Aims*

In order to meet our commitment to everyone who lives and works in Fylde, the Council will establish, where practical, a baseline profile of the ethnic breakdown for the area, ward by ward, village by village, as well as by age, sex and other relevant groups.

The Council will ensure that effective dialogue and consultation is undertaken with these individuals and groups so that we have evidence about whether our services have a differential or adverse impact on them.

The Council will use this information to feed into organisational re-engineering, value for money and best value reviews and other mechanisms to improve our services.

The Council will undertake to deal with adverse impact and instances of discrimination vigorously and decisively. The Council will monitor and review take-up of services and employment and make sure they are responsive to the needs of all racial groups in the district.

The Council will ensure meaningful access to services and information about them is available to all that need them.

In addition the Council aims to meet the requirements of the Equality Standard for Local Government that include:

- ❑ To ensure that the Council has an effective and properly applied and monitored and reviewed Equal Opportunities Policy endorsed by it's stakeholders.
- ❑ To ensure that the policy is applied whenever we procure goods and services from suppliers with whom we work.
- ❑ To develop mechanisms that identify satisfaction levels of service users and help to identify barriers to accessing services.



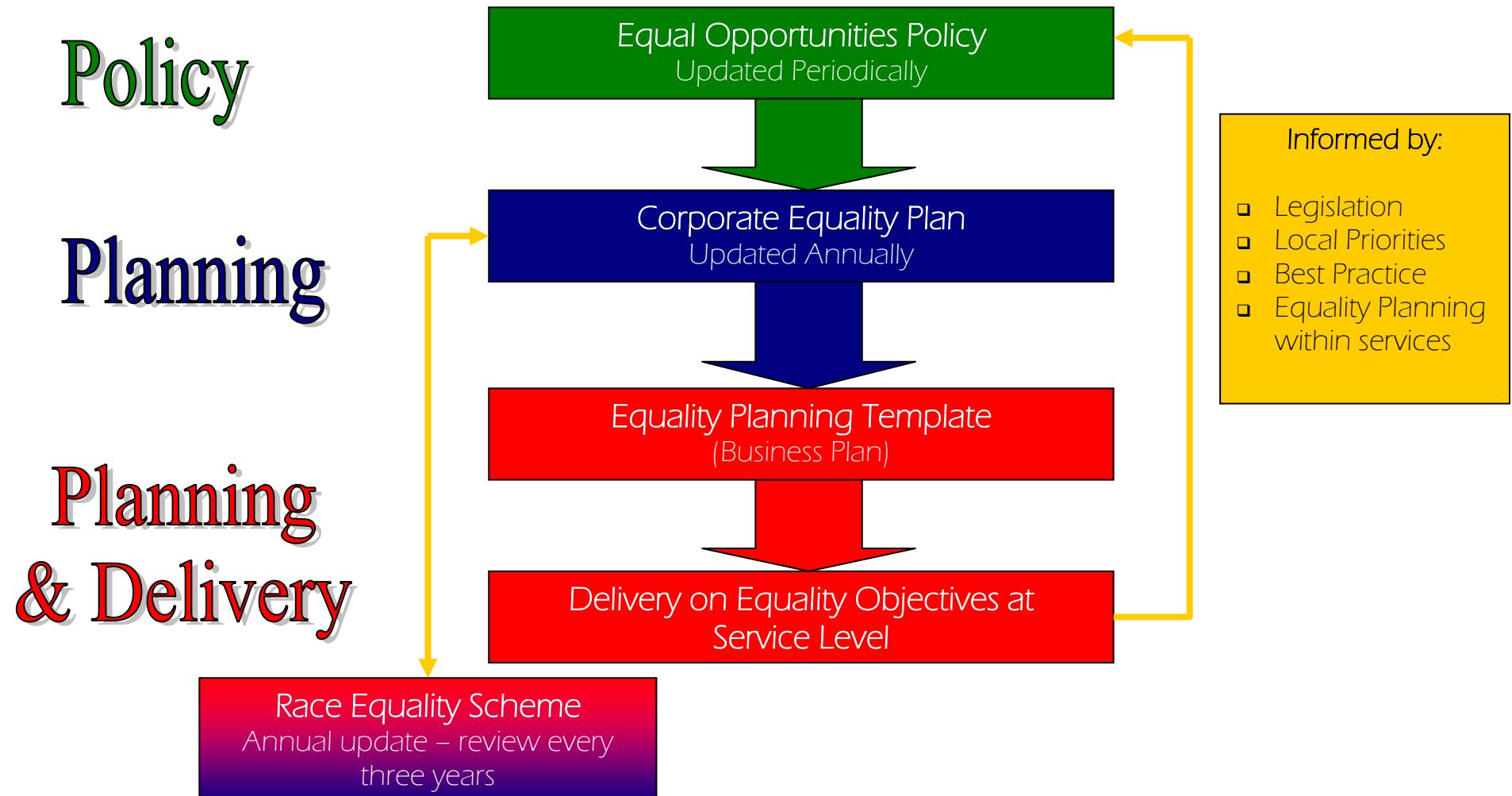
- ❑ To ensure that staff are trained to deliver services inclusively without unlawful or unfair discrimination.
- ❑ To ensure that service users and excluded groups are properly consulted when planning, making decisions and monitoring

**How the Council has progressed the actions in the Race Equality Scheme during 2005-06**

<b>Specific Duty</b>	<b>Objective</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Achievement</b>
<b>Employment and Training</b>	To have applicants for job vacancies coded under the 2001 census ethnic classification	The new ethnic categories will be on job application forms	By the end of March 2005	HR Team	Achieved
	See if there are any differences between different racial groups in accessing training	Monitor and analyse by racial groups, staff participation in training	Ongoing	HR Team	Analysis of data collected so far shows no obvious barriers more data is required to perform a full analysis
	To have 100% of employees with an ethnic code for monitoring	Personal Information Data form sent to all employees for completion. All new starters must complete the form.	March 2005	HR Team	Achieved by direct e-mailing all employees and the completion of PID in new starter pack.
	Set up HR systems to collect data	Assess all existing HR monitoring systems and identify any gaps in current monitoring (e.g. grievance procedure)	March 2005	HR Team	Achieved, Database developed to capture information
	Understand impact of current recruitment practices on race equality and progression	<ul style="list-style-type: none"> <li>Analyse impact of existing recruitment practices on race using ethnic data</li> <li>Begin analysis of data on progression</li> </ul>	From April 2005	HR Team	Recruitment and Selection guidance updated emphasising the importance of equalities in recruitment
	Ensure all employees understand their duties under the Race Relations (Amendment) Act 2000	<ul style="list-style-type: none"> <li>Source a staff training programme in equalities</li> <li>Train staff in the general and specific duties under the Act</li> <li>Include equality in the Corporate Induction Programme</li> </ul>	On going	HR Team	A compulsory comprehensive equality course for all employees All new starters attend Corporate Induction Programme that included equality
<b>Leadership &amp; Corporate Commitment</b>	Ensure there is commitment to equalities from Elected Members	Establish an equality and diversity Member Champion	January 2005	Democratic Services	Achieved
	Ensure Managers are aware of equalities in service planning	Provide training to all Management team on Equality Impact Assessments	March 2005	HR Team	Achieved
	Improve networks with	Be an active member of the LSP	March 2005	HR Team	Achieved

<b>Specific Duty</b>	<b>Objective</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Achievement</b>
	other partners and stakeholders	Equality and Diversity sub group			HR Manager and Member Champion are members of the group
<b>Assessment, Consultation and Monitoring Policies</b>	Ensure policies endorsed by the Council have been assessed for their relevance to equalities	All reports will include an assessment of: Equality and Human Rights implications	March 2005	Democratic Services	Achieved
	To review the Race Equality Action Plan on an annual basis	All service plans will be monitored to include race equality actions	Ongoing	HR Team	Monitoring and Assessment of action plans revised in 2006 CEP
	To develop proposals to encourage people from all areas of the Community to access Council, Cabinet and Committee meetings	To hold meetings at various locations within the Borough	March 2005	Democratic Services	Achieved
	To encourage the widest possible participation of residents in consultation	Establish a citizens panel	March 2005	Democratic Services	Achieved
	To obtain the views of minority groups 'where they are'	To carry out a 'Listening Day' consultation initiative. Undertaking street surveys through the Borough. Making surveys available in doctors and dentists waiting rooms, libraries, social services etc	Ongoing – Annual initiative	Community and Cultural Services	Achieve – Survey results currently being compiled
	To make the public aware of how well we are meeting our duties under the Race Relations (Amendment) Act 2000	There will be an Equalities report in the annual BVPP	March 2005	Corporate Policy and Performance	Achieved
<b>Equal Access to Services and Customer Care</b>	Easy access by local people to language support	Review service delivery options for translation and interpretation	March 2005	Corporate Policy and Performance	Achieved Language line available
	To provide easy access to services for all minority groups	Establish strategic 'One Stop Shop' in urban and rural areas	February 2005	Community and Cultural Services	Achieved Contact Centres established

## Appendix X: The Equality Planning Process



## **FUNCTIONS OF THE COUNCIL**

<b>CHIEF EXECUTIVE</b>							
<b>DEPUTY CHIEF EXECUTIVE</b>							
<b>CONSUMER WELLBEING &amp; PROTECTION (Clare Platt)</b>	<b>STRATEGIC PLANNING &amp; DEVELOPMENT (Paul Walker)</b>	<b>STREETSCENE SERVICES (Dave Jenkinson)</b>	<b>COMMUNITY &amp; CULTURAL SERVICES (Paul Norris)</b>	<b>FINANCE (section 151 officer) (Brian White)</b>	<b>DEMOCRSTIC SERVICES &amp; MEMBER SUP[PORT (Tracy Scholes)</b>	<b>LEGAL SERVICES &amp; MONITORING OFFICER (Ian Curtis)</b>	<b>CORPORATE POLICY &amp; PERFORMANCE (Allan Oldfield)</b>
Food Safety & Occupational Health & Safety	Strategic Planning & Local Development Framework	Streetscene (waste, recycling, amenity cleansing)	Receptions / Customer Services & front office systems (incl. TIC)	Accounting, Budgeting & Procurement	Corporate H & S, Risk Mgmt, Business Contn'y	Legal Services	Corporate Policy, Planning & Performance Mgmt
Licensing	Development Control	Technical Services	Post room & Corporate Admin	Section 151 Officer	Overview & Scrutiny	Monitoring Officer & Standards	Human Resources Equality & Diversity
Environmental Protection	Economic Regeneration & Tourism	Grounds & parks maintenance	Community consultation, engagement & development	Revenues & Benefits	External Inspection & CPA	F o I	IEG
Housing Services	Conservation & heritage	Cemetery & Crematorium	PR , Press & Communications	Financial Strategy	Committee Admin & Member Support	Land Charges	ICT services
Civil Contingencies & emergency planning	Local Strategic P'ship, Community Safety & Wkg Groups	Foreshore Mgmt	Leisure Mgmt	Cashiers, Purchasing & corporate billing	Elections & electoral registration	Constitution	Website & intranet mgmt.
Pest Control	Asset Management	Dog Control	Local Area Agreements	Internal Audit	Civic & Mayoral		
Building Control							

**Services offered by Fylde Borough Council**

1 Allotments	20 Dog Warden Service	39 Parks & Open Spaces
2 Beach Cleansing	21 Drainage Maintenance	40 Pest Control
3 Benefit Investigation	22 Economic Development	41 Planning
4 Building Control	23 Electoral Registration	42 Playgrounds
5 Building Regulations	24 Employment Training	43 Private Sector
6 Business Rates	25 Environmental Health	Housing
7 Car Parks	26 Food Control	44 Public Conveniences
8 Caravan Sites	27 Fylde in Bloom	45 Recycling Services
9 Christmas Trees & Lights	28 Grounds Maintenance	46 Refuse Collection
10 Coastal Defences	29 Housing Benefit Service	47 Renovation Grants
11 Committee Services	30 Internal Audit	48 Rent Allowances
12 Community Safety	31 Land Charges	49 Sand Removal
13 Concessionary Travel	32 Leisure Facilities	50 Sports Development
14 Conservation Work	33 Licensing	51 Street Cleansing
15 Corporate Management	34 Lowther Pavilion	52 Street Naming
16 Council Tax Benefit	35 Mayoral Services	53 Swimming Pools
17 Council Tax Collection	36 Nature Reserves	54 The Elections Service
18 Crematorium &	37 Noise Nuisance	55 Tourism Services
Cemetery	38 Park Rangers	56 Town Centre
19 Development Control		Development
		57 Waste Management
		58 Human resources
		59 ICT
		60 Accountancy

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
PERFORMANCE IMPROVEMENT SCRUTINY COMMITTEE (T&F GROUP)	CABINET	17 JANUARY 2007	6

## CUSTOMER SERVICES REVIEW

### Public Item

This item is for consideration in the public part of the meeting.

### Summary

Customer services was identified in an IDeA training session for Cabinet and Scrutiny Members as an area of concern which needed to be addressed as a priority through an in-depth review.

A Task and Finish Group was selected by the Performance Improvement Scrutiny Committee (PISC) to undertake the review, within the terms of reference identified on the scoping document. The following report summarises the results of the investigations and makes several recommendations to Cabinet.

The review revealed that primarily the issues to be resolved centred around telephone contact, rather than customer services as a whole and accordingly the focal point of the investigations has been on the contact centre, and the recommendations reflect that.

Throughout this review it has been recognised that customer contact centre staff are already working to near-capacity, and the PISC believes that further and continual improvement can only be achieved by adopting a number (or all) of the recommendations contained within this report.

Some of the recommendations are cost-neutral and could potentially be implemented within existing resources. The PISC is particularly keen to endorse these as they are also the recommendations which can improve the dynamics between frontline and back office services.

## **Recommendations**

1. To consider the recommendations contained within the body of the report.
2. For Management Team consider the implications of the recommendations and develop an Action Plan in response.

## **Cabinet Portfolio**

The item falls within the following Cabinet portfolio:

Customer Relations & Partnerships: Councillor Albert Pounder

## **Report**

### **Background**

- 1 In taking up the in-depth review of Fylde Borough Council's Customer Services, the Task and Finish Group first needed to determine the purpose of these services for customers. What was expected of them? What were the terms of reference? Was the service designed to be the first point of contact for customers, with a remit to answer only the simple questions? Or, was the service designed to be the first point of contact for customers, with a remit to answer 80% of all customer queries? The determination of this first point would reflect the direction the review took.
- 2 The Council's corporate objectives state that Customer Services will answer 80% of all inquiries at first point of contact. Fylde residents now expect this high level of service and Customer Services has thus become the window through which Fylde Borough Council is seen, and it has an important role to play in enhancing the authority's corporate image.
- 3 Having already committed to providing this level of service for some time, the Task and Finish Group felt that withdrawing services from the customer contact centre's sphere of operations, or otherwise reducing the number of queries answered at first point of contact would be a retrograde step, and would unnecessarily diminish the contact centre's potential to deliver a first class service. Instead it was felt that the ideal would be to find a means to make the service more efficient, and to improve the public's perception of it.

### **Interviews**

- 4 The Task and Finish Group interviewed Officers and staff of the two One Stop Shops in St. Annes and Kirkham, as well as sitting in on customer contact centre telephone calls.
- 5 They spoke with other units of the Council (Planning, IT, Revenues and Benefits) to see how they integrated with Customer Services, and noted the issues expressed by the managers of these services.
- 6 Further, they visited the West Lancs Customer Service Centre, interviewing staff and the Customer Services Manager. They also interviewed by telephone Customer Service Managers at Arun and Canterbury. Both of these authorities are statistical neighbours of Fylde Borough Council. All three Councils are graded either Good or Excellent by the Audit Commission.



- 7 Councillors were canvassed for their views by survey, as were members of the public who had recently used the customer contact centre, though responses in both cases were disappointingly very low. However, those that did respond generally had a good level of satisfaction with the service.
- 8 Armed with this information, the Task and Finish Group formulated a series of recommendations, endorsed by PISC, designed to help the customer contact centre in its goal of providing an excellent and improving service for the residents of Fylde.

#### Issues Arising

#### Abandoned Calls

- 9 Abandoned calls at FBC are seen as a problem. Currently, only calls abandoned after one minute receive a return call from Customer Services staff. Many calls are abandoned before the one-minute mark is reached, but those calls are not returned. This is a pragmatic solution to the need to optimise staff resources, and overall targets are being met, but the question remains - do our customers feel that they have received the service they need and expect?
- 10 In speaking with other authorities, it is apparent that the abandoned call issue is dealt with in different ways. Each authority has found a way to minimise the problem. **West Lancs** has minimal abandoned calls, because the contact centre staff are only answering the simplest inquiries, and passing all other questions to back office staff. Consequently the call handling time is significantly less than at FBC, and call centre staff are able to deal more quickly with more calls. Additionally, any caller in the queue is given the opportunity (up to 3 times) to leave a message, which receives a call-back within a few minutes.
- 11 **Canterbury's** full complement of Call Centre staff means very few abandoned calls. They have a software system whereby part time staff can answer calls from home, during peak times.
- 12 **Arun** has a telephone system that accepts messages. They do not generally have abandoned calls, because their callers are able to leave a message after 20 seconds. All messages receive a return call.

Arun contact centre manager: *"Out of 23,000 calls made during a standard monitoring period, only 62 were abandoned."*

- 13 There is no doubt that providing an option to the customer either to continue to hold or to leave a message after a short interval can dispense with the problem of abandoned calls. The software exists to make this a feature of Fylde's telephony system, and at the time of this report investigations are being made into the feasibility and cost to FBC of such a system – some improvements may be achieved within current capacity.

#### **Recommendation:**

To consider purchasing a messaging system for the telephone service in the contact centre (Priority 1)

## Relationships

- 14 The Task and Finish Group has found that in authorities where the Customer Service team is very successful and has a good approval rating, it is apparent that all departments of the Council feel that they are one team, working together for the benefit of their residents. FBC's customer contact centre can be an important component in helping to deliver an excellent service in Fylde. It is not a separate entity, but a useful tool for core services; one that can allow staff in those departments the freedom to do their job, without the constant interruptions that everyday public inquiries can bring.
- 15 It is the "hand-over" point between front and back office staff that can be key to whether the contact centre processes actually work to the benefit of the customer. If the process breaks down at this point then customers, who hate to be passed around an organisation, repeating their enquiry, will quickly come to a poor opinion of the service. It is these opinions which can be very hard to reverse.
- 16 Consequently it is vitally important that front and back office services should develop a shared understanding of priorities; that periods of high activity in any core service which may generate demand on the customer contact centre should be communicated, and that adequate staffing is available to handle calls transferred to back office service specialists when call centre staff cannot answer an enquiry.
- 17 Some authorities have established regular meetings where the partners to the processes meet to discuss these issues. Some arrange that back office staff spend time in the call centre and customer service staff shadow back office staff for a day. Others use secondments. At FBC, there is a marked level of frustration in some back office staff because they feel that queries are referred to them which could have been answered by the contact centre; others have said that contact centre staff have tried to resolve a query which could more appropriately have been referred. This is not an attempt to apportion fault – it is simply that the parameters do not appear to have been clearly defined in areas of work where there is considerable complexity, or that the parameters have become "muddled" over time.
- 18 Conversely, call centre staff are also frustrated because often they are unable to locate by telephone any member of staff who can resolve the customer's queries, having to contend instead with voicemail messages.

In her visit to the contact centre the T&F Group leader, Cllr Fabian Wilson reported *" I listened while a Customer Care specialist tried 5 different extensions within a department and reached only voicemails".*

In such a situation, the member of staff dealing with the customer is left in the unenviable position not only of saying that he/she does not have the answer, but that they cannot locate anyone who does have the answer, and furthermore they are unable to promise a time for a call-back. Call centre staff deal with the situation professionally, but it is still far from ideal for a customer to have to leave our service without a definitive answer to their query, even if that answer is only a promise for a call-back at a specific time with the information they need.

### Recommendations:

To establish processes which ensure that at least one member of back-office staff in each department is always available to take calls from contact centre staff (Priority 2)

To regularise meetings between contact centre manager and service managers to highlight and act upon issues affecting service provision. (Priority 4)

To establish processes which ensure that every service provides at least an annual timetable of actual or potential operational activities which could impact upon customer contact centre – this to be cross-referenced between all services. (Priority 5)

To explore ways of fostering co-operation and a sense of unity between all Council departments, leading to optimal service delivery to the citizens of Fylde. (Priority 8)

### Skill Routing & Training

- 19 Both Arun and Canterbury use a method of Skill Routing to help them answer calls efficiently. The calls are routed to specialists where they can be dealt with more quickly. They ensure that there is always someone available even during lunch breaks, holidays, sickness absence etc.

*Canterbury: We do use skill routing because of the complexity of the issues with which the staff deal. All staff are trained in basic questions across all services. Specialist areas are linked, such as housing and benefits. Staff keen to learn a specialist area are encouraged to do so. No staff member will specialize in more than four service areas, and no staff member will be forced to learn a specialist area in which they have no interest.*

- 20 Because Planning and Benefits in particular can be quite complicated, it is not possible for every member of call centre staff to have all the knowledge needed to answer questions. Two possible solutions are:

- i) do not include Planning and/or Benefits within the Call Centre remit; or
- ii) have specialist staff who understand Planning and/or Benefits and can receive those calls through Skill Routing.

The first option was felt to be a retrograde step and has not featured in the recommendations made by PISC.

- 21 Skill routing generally involves the purchase of software which enables the caller to indicate which service they require, and to be routed automatically to an available and appropriately skilled customer service assistant. This would achieve consistency of information given to customers, particularly in the more technically complex services.

- 22 Clearly there would also be training issues to address. Whilst some specialist staff from services with complex issues joined the team at the inception of Fylde Direct, and have made a positive contribution to the team, it is difficult to keep apace with a constantly changing business unit environment while working remotely from it. Other staff do not have specialist knowledge, but still need a level of competency in several disciplines to enable them to meet the target for enquiries answered at first point of contact.

*Arun: We have monthly performance sessions with individuals –We check how many calls are transferred to back office rather than handled at first point of contact. We monitor the time taken in dealing with the advisor's specialist inquiries. If the time remains constant over a long period, and it is perceived to be longer than necessary, then we look to see whether it is a training issue or a fault in the process.*

- 23 If skill routing is adopted it would mean extensive training for several members of staff. If it is not adopted there is still a self-evident need for an on-going training resource to ensure that staff are adequately skilled.

#### **Recommendations:**

To increase the provision of service-specific training for contact centre staff to underpin skill routing – or as a necessary stand-alone option. (Priority 3)

To explore the use of Skill Routing for the customer contact centre to better utilise the skills of the staff. (Priority 6)

#### Resources

- 24 It has become apparent that there are resource issues to be considered as regards Customer Services. **West Lancs** has a Call Centre staff of 16; **Arun** has a current Call Centre staff of 11.5, but this is increasing as they take on additional services; **Canterbury** has a Call Centre staff of 20, with an option of up to 30 for busier times (the extra 10 are part-time staff who work from home and can be called upon to absorb extra pressure at busy times).
- 25 **Fylde**'s full staff is 15, but that includes the manager, supervisors and counter staff, including 3 full-time counter staff who are situated remotely from the call centre, at Kirkham.
- 26 Although all can answer phones, they are not always available because of other duties, including walk-in customers to Fylde Direct, the One Stop Shops. The result is that often there are only 4 staff actually dealing with phone calls, and less at lunch-times. Even with additional upgraded software systems, staff numbers may still be inadequate, though perhaps this is an issue that should be revisited once any new software is bedded in and the service levels have been re-evaluated. However, limitations to team size are imposed by the current accommodation.

- 27 Employee scales are graded from Scale 3 to Scale 5, but Scale 5 is limited to supervisory staff; since there are rarely vacancies for supervisory level staff, effectively advancement levels are stalled at Scale 4, which could lead to loss of staff. The residual effect of staff loss is the need to search for further suitable staff for employment and once recruited, to train them, all of which is costly in terms of time and resource; and the loss of a pool of talent to other authorities. Each of the authorities that the Task and Finish Group interviewed had different scales. Only at one authority (West Lancs) did the employment scale start lower than 3, but it extended to Scale 6 and across all authorities there were universally more opportunities for advancement.

*Canterbury: We use our own local scale rather than the National Scale. Staff start at local grade 2, starting at £15,000 per annum, going up to grade 8 for supervisors. The grading is all linked to call competencies and training.*

- 28 The customer contact centre team rely on a number of IT applications in order to provide and record relevant information for customers. This can result in duplication of work and increases transaction time. For example, planning and building control use the same software, for which they have licenses. But there are not enough licenses purchased to include all the workstations in the One Stop Shops. Therefore, call centre staff frequently cannot access answers to some of the simplest questions.
- 29 FBC has recently purchased a piece of software which will allow the core system “Team Knowledge” to integrate with Streetscene’s “Flare” software. The impact that this has will be monitored, but there seems little doubt that it will save time for the customer service advisors.

### **Recommendations:**

To consider the employment of one additional staff in the contact centre – also to consider whether remote working should be investigated as a possible resolution to accommodation issues (Priority 7)

To consider the use of a wider pay Scale than 3-5 currently used by Fylde. (Priority 9)

### Business process reengineering (BPR) (see recommendation 10)

- 30 Other Councils that the Task & Finish Group interviewed have used BPR (also known as Business Transformation, or Process Change Management) as a tool both for setting up and improving their call centres. West Lancs have a continuous process of BPR, where they revisit back office service operations on a cyclical basis to identify where changes are necessary to improve the call centre experience for their customers.
- 31 Essentially, BPR is an approach that examines aspects of a business (or service) and its interactions, and attempts to streamline and improve the efficiency of the underlying processes. It is a fundamental and radical approach which can modify or eliminate activities which add no value to the process, and thereby create

efficiencies. It may be that FBC's customer contact centre can benefit from such an examination of its processes, in terms of its interaction with back office services.

- 32 However, this can be an expensive option and PISC believes, having considered the Task & Finish Groups findings, that in the short term more immediate benefits can be achieved with less expense, and that BPR may be an option for the future.

**Recommendation:**

To explore commissioning Business Process Re-engineering (Priority 10)

**In Conclusion**

The officers and staff at Fylde Borough Council do a tremendous job. The Council works with a much smaller staff than almost any other authority, yet that staff accomplishes great results. There is no doubting the skill and enthusiasm of the Customer Service team, and single point service delivery has come a long way in a short time at Fylde. The challenge is to take it to a higher level, and to engage all staff in a "one team" effort to achieve that. It is important that customer service is championed at senior levels and that everyone is focused on providing high quality service.

The Customer Service Review seeks to find solutions that will facilitate an even smoother and more efficient running of Council services.

Implications	
Finance	There is no budgetary provision within current budget available to the Customer Services Team to fund an additional member of staff and this would need to be evaluated against all other revenue growth bids for 2007/08.
Legal	The council is about to embark on a Job Evaluation process in the New Year which will involve the jobs of all members of staff being evaluated against a common framework and a new pay system being determined. The Customer Service Specialists will be considered in this process and therefore the review of pay suggested within the report is about to be addressed by an existing mechanism
Community Safety	None arising from this report
Human Rights and Equalities	None arising from this report
Sustainability	<p>The Customer Services Team is constrained by accommodation, particularly at the St. Annes centre. The Executive Manager would need to consider the logistics of housing another member of staff within the team.</p> <p>For Business Units to be able to provide sufficient cover at all times to take a call in person from the contact centre staff has implications which need to be considered further if this recommendation is to be sustainable. There is no dedicated administrator within each Business Unit as this resource was stripped out of the Business Unit structure and placed in a corporate group (the Corporate Administration Team)</p>

Health & Safety and Risk Management	None arising from this report
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Report Author	Tel	Date	Doc ID
Cllr Fabian Wilson	(01253) 658423	15 December 06	Cabinet Report – CS

List of Background Papers		
Name of document	Date	Where available for inspection
Terms of Reference (Scoping)		



# REPORT



REPORT OF	MEETING	DATE	ITEM NO
COMMUNITY OUTLOOK SCRUTINY COMMITTEE	CABINET	17 <sup>TH</sup> JANUARY 2007	7

## SCRUTINY FINAL REPORT ON THE LOCAL STRATEGIC PARTNERSHIP TASK AND FINISH GROUP

### Public Item

This item is for consideration in the public part of the meeting.

### Summary

The Community Outlook Scrutiny Committee appointed a Task and Finish Group to review the Local Strategic Partnership in response to concerns from Members that they knew little of the LSP and how they could get involved. The review was carried out from June – December 2006. This report details the findings and recommendations of the Task and Finish Group.

### Recommendation

1. To note and endorse the recommendations of the Task and Finish Group, which are contained in the main body of the report.

### Cabinet Portfolio

The item falls within the following Cabinet portfolio:

Leader (Councillor John Coombes)

### Report

1. In May 2006, the Community Outlook Scrutiny Committee agreed to nominate a Task and Finish group to carry out an in depth scrutiny review of the Local Strategic Partnership (LSP). This review was in response to some Councillors' concerns that they knew little about the structure of the LSP and that key decision making and



implementation has gradually shifted away from a democratically elected body towards non-elected bodies.

2. The Task and Finish Group consisted of four members of the Community Outlook Scrutiny Committee: These were
  - Councillor Kiran Mulholland (Chairman)
  - Councillor John Prestwich (Vice Chairman)
  - Councillor Colin Walton
  - Councillor Bill Thompson
  
3. The terms of reference for the review as agreed at the first meeting of the Task and Finish Group were:
  - To develop a full and greater understanding of Fylde Local Strategic Partnership (LSP) on behalf of all Councillors,
  - To review the role of the LSP, its composition and accountability.
  - To set out the role of Scrutiny in future monitoring of the LSP.
  - To make recommendations as appropriate to Cabinet and Council.
  
4. The review was split into two stages, the first step being to address the lack of understanding of the LSP amongst members. Interim recommendations for the LSP were approved by the Community Outlook Scrutiny Committee in November. The second stage of the review addressed the role the Community Outlook Scrutiny Committee would play in the future monitoring of the performance of LSP. The final report, attached at Appendix 1, with all recommendations was presented to the Community Outlook Scrutiny Committee on 11<sup>th</sup> January 2007.
  
5. Councillor Kiran Mulholland, Chair of the Task and Finish Group and the Community Outlook Scrutiny Committee will present the outcomes of the review to Cabinet.

IMPLICATIONS	
Finance	No implications
Legal	The White Paper “Strong and Prosperous Communities” may result in legislation affecting the scrutiny of external organisations.
Community Safety	Community Safety is an integral part of the LSP and is a key working group.
Human Rights and Equalities	No implications
Sustainability	For the LSP to be sustainable in the long term, it needs to have clear structures and remit which is widely understood and communicated to all partners.
Health & Safety and Risk	Robust Performance Management Arrangements need to

Management	be in place to ensure that the LSP is delivering its key actions. Previous lack of a systematic approach is a risk to the success of the LSP.
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Report Author	Tel	Date	Doc ID
Carolyn Whewell/Councillor Kiran Mulholland	01253 658423	14 <sup>th</sup> December 2006	CaLSPrep

List of Background Papers		
Name of document	Date	Where available for inspection
Document name		Council office or website address

### **Attached documents**

1. Appendix 1 – Final report of the LSP Task and Finish Group

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEMOCRATIC SERVICES AND MEMBER SUPPORT	COMMUNITY OUTLOOK SCRUTINY COMMITTEE	11 <sup>TH</sup> JANUARY 2006	

## FINAL REPORT OF THE LOCAL STRATEGIC PARTNERSHIP TASK AND FINISH GROUP

### Public Item

This item is for consideration in the public part of the meeting.

### Summary

In May 2006, the Community Outlook Scrutiny Committee appointed a Task and Finish Group to review the Local Strategic Partnership in response to concerns from Members that they knew little of the LSP and how they could get involved. The interim report and recommendations were approved by the Committee in November 2006. This report details the final recommendations of the Task and Finish Group.

### Recommendations

1. The interim recommendations as detailed in the main body of the report are noted
2. To recommend that the Performance Management framework for the Local Strategic Partnership sets out specific performance indicators measuring targets against the thematic group actions plans.
3. To recommend that the Community Outlook Scrutiny Committee receive updates on these performance indicators on a 6 monthly basis.
4. To approve that the Community Outlook Scrutiny Committee present exception reports to the Cabinet/Portfolio holder if there is cause for concern regarding performance of a specific area.

The item falls within the following Cabinet portfolio:  
Leader of the Council (Councillor John Coombes)

### Report

#### Background and Rationale

1. Fylde Borough Council has a statutory responsibility under Local Government Act 2000 to produce a Community Plan for the Borough. The Local Strategic Partnership (LSP), Fylde Vision was set up in 2003 to devise and deliver this strategy in response to a drive from Central Government to encourage representatives from the Private, Public and Voluntary sector to work together in a co-ordinated way. LSPs are non statutory non executive bodies which are designed to be able to make strategic decisions and actively involving partners to enable delivery of actions at the local level.
2. Fylde Vision is one of three 'Statutory Partnerships' included on the Council's partnership database. Fylde Vision have produced a Community Plan for 2005 – 2015 which outlines the priorities of the LSP for the next 10 years with smaller scale targets set for the coming year. The LSP thematic groups are the primary agencies responsible for the delivery of these targets, thus there is a significant overlap with the work of the Council.
3. The Council's Partnership Working Policy states that Statutory Partnerships will be reviewed on an annual basis. The Community Outlook Scrutiny Committee receives an annual report from the Deputy Chief Executive as part of this monitoring process. The Committee also has the responsibility of monitoring the performance of the LSP specifically laid out within its terms of reference and receives six monthly feedback reports from the LSP Manager. However, this review is in response to some Councillors' concerns that they know little about the structure of the LSP and that key decision making and implementation has gradually shifted away from a democratically elected body towards non-elected bodies.
4. Currently, there is very little guidance for Overview and Scrutiny Committees in monitoring the performance of LSP's and Community Plans. The Department of Communities and Local Government launched a public consultation on the future of Local Government. Key consideration was given to the scrutiny of external public service providers and published in the White Paper "Strong and Prosperous Communities" published in October 2006. The details of the White Paper will be discussed later in the report.
5. In May 2006, the Community Outlook Scrutiny Committee agreed to nominate a Task and Finish group to carry out an in depth scrutiny review of the Local Strategic Partnership (LSP), following the concerns from Members. It was proposed that the review would also address the role the Scrutiny process would play in the future monitoring of the performance of LSP in light of guidance from Central Government. This paper was due to be published in September 2006 however this has now been put back to the New Year.

### **Membership of the Task and Finish Group**

6. The Task and Finish Group consisted of four members of the Community Outlook Scrutiny Committee:
  - Councillor Kiran Mulholland (Chairman)
  - Councillor John Prestwich (Vice Chairman)
  - Councillor Colin Walton
  - Councillor Bill Thompson

## **Terms of Reference**

7. The terms of reference for the review as agreed at the first meeting of the Task and Finish Group were:
  - To develop a full and greater understanding of Fylde Local Strategic Partnership (LSP) on behalf of all Councillors,
  - To review the role of the LSP, its composition and accountability.
  - To set out the role of Scrutiny in future monitoring of the LSP.
  - To make recommendations as appropriate to Cabinet and Council.

## **Methodology**

8. The LSP Task and Finish Group met periodically between June – December 2006. Evidence was gathered from:
  - A literature review of scrutiny reviews of Local Strategic Partnerships from elsewhere to assist in the identification of possible questions.
  - A review of available literature from the LSP to examine the existing structure
  - A series of Interviews with the LSP Manager
  - Interview with the Chair of the LSP Executive
  - Scrutiny Members attendance at LSP meetings

## **Findings and Recommendations**

9. The review was split into two stages. The first part of the review was for the Task and Finish Group to carry out an information gathering exercise with a view to pulling together all the relevant information about the LSP to enable them to make recommendations regarding the structure, membership, transparency, representation, funding arrangements and accountability. The second stage of the review was to formally establish the role of the Community Outlook Scrutiny committee. Detailed below are the interim findings and the interim recommendations from the first stage of the review as presented to the Community Outlook Scrutiny Committee in November 2006.

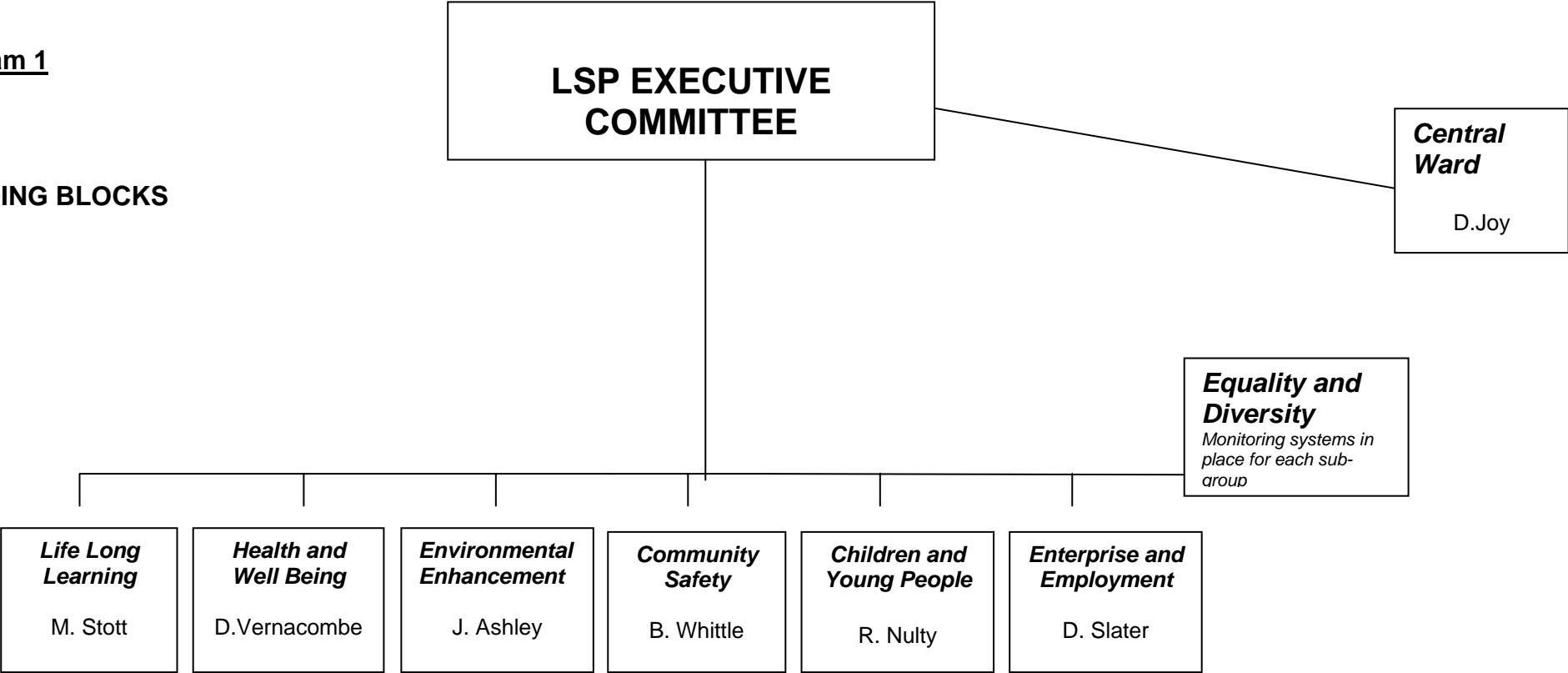
## **Stage One – Structure and Processes**

### **LSP Structure**

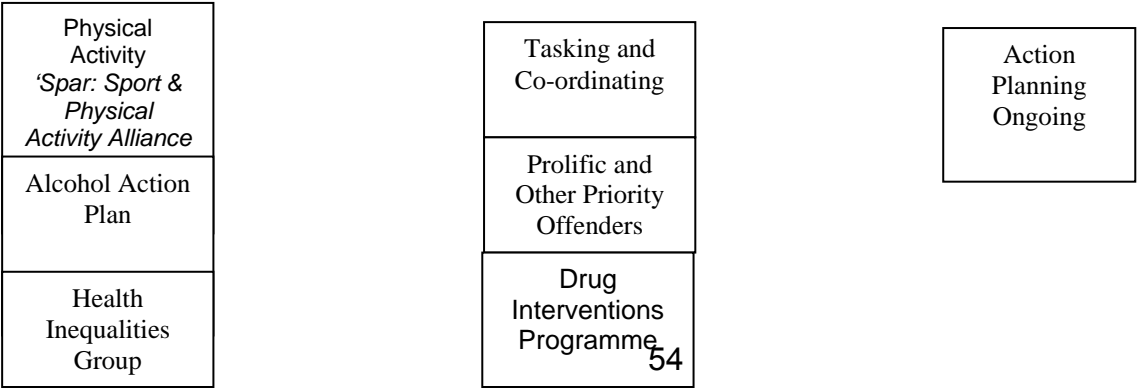
10. The Fylde Local Strategic Partnership (LSP) is a partnership of local public, private and voluntary organisations set up in 2003 to implement the actions in “A Vision for Fylde: Community Plan 2003-2013”. The LSP comprises the LSP Forum, the LSP Executive with Equality and Diversity sub-group and the LSP Thematic Groups. Diagram 1 maps the structure of the LSP and its existing working priorities.

Diagram 1

BUILDING BLOCKS



SUB GROUPS



Continued....

## APPENDIX A

### LSP Executive

11. The LSP Executive is the main decision making body within the LSP. The remit of the Executive as laid out within the terms of reference is:

- To allocate tasks and activities to the Working Groups
- To co-ordinate, monitor and review the activities of the Working Groups and ensure that national and regional issues are addressed
- To make recommendations to the LSP Forum
- To co-ordinate liaison with the Voluntary and Community sectors and ensure community inclusion
- To prepare an annual report for the LSP Forum
- To co-ordinate the LSP Forum's consultation and communication activities
- To develop, monitor and keep under review the effectiveness of the Community Plan
- To seek the support of relevant agencies and partners in achieving the aims and objectives of the Community Plan
- To agree the Action Plans developed by the working groups

12. Guidance from Central Government recommends an equal number of partners from the public, private and voluntary and Community sectors are represented on the LSP Executive. Fylde Vision Executive follows this guidance with 12 members with 4 members from each of these sectors. Membership of the LSP Executive is static Membership is detailed in the table below

**TABLE 1: EXECUTIVE MEMBERSHIP**

Role	Name	Title	Organisation	Replacement
Chair	Michael Wren-Hilton		Churches Together	
Dep Chair	John Coombes	Councillor	Fylde Borough Council	
Chair	Jayne Ashley	Deputy Conveyor	Fylde Real World Group	
Chair	Mick Piela	District Team Manager	LCC, Youth and Community Service	
Chair	David Slater	Business Development Manager	Business Link Lancashire Ltd	
Chair	Bernard Whittle	Councillor	Lancashire County Council	
Chair	Andy Howe	Director of Public Health	Blackpool PCT	Deana Verncombe
Att	Debbie Thompson	District Partnership Officer	Lancashire County Council	
Public	Philip Woodward	Chief Executive	Fylde Borough Council	
Pubic	Russ Weaver	Chief Superintendent	Lancashire Constab., Western Div	

Continued....

Public	Julie Goulding	Chief Executive	Fylde Primary Care Trust	Mike Bullock
Business	Hugh Evans		N&W Lancas Chamber of Commerce	
Business	John Hayfield		Newfield Jones Homes	
Business	Paul Rollings	Chairman	HALSA	
VCF	Pam Hill	Area Manager	Connexions Lancashire	
VCF	Tony Finn	Managing Director	New Fylde Housing	
VCF	Rosie Jolly	Chief Officer	Age Concern	
VCF	David Keylock		Blackpool, Wyre and Fylde CVS	

13. It is not laid out within the existing terms of reference how members of the Executive or the LSP are selected. The current membership evolved from the working group formed to develop the Community Plan and set up the LSP. It is worth noting that there is no specific criterion set by Central Government other than the requirement for an equal split between public, private and voluntary sector representatives. Members of the Executive are not selected for a specific term. Membership nomination has not been revisited and there has not been any withdrawal to spark the discussions. It is possible that the LSP could write this process into the terms of reference if they are revisited.
14. The selection of the Chair and Deputy Chair of the LSP Executive is laid out within the terms of reference. The Terms of reference state that the *“Chair and Deputy Chair of the LSP Forum are the Chair and Deputy Chair of the LSP Executive. Selection of the Chair and Deputy Chair of the LSP Forum/Executive shall take place at the LSP Forum AGM each November. Each member organisation of the LSP Forum may make a single nomination for each post”*. The current Chairman of the Executive was the only nomination during the first election and has been in the post ever since however this seems to work well.
15. The Executive has previously discussed the possibility of reviewing membership and this is recorded in the minutes of the Executive meetings. The LSP Manager is currently looking into the possibility of rewriting the terms of reference to lay out all these procedures in writing to form a constitution.

**Recommendation: The Task and Finish group support the proposal to develop a constitution for the LSP detailing specific terms of reference for the LSP and the selection of members for the Executive.**

### **Thematic Groups**

16. The Thematic Groups of the LSP are formed to complement the priorities in the Community Plan. Members are usually local organisations, businesses, voluntary groups, community groups, public bodies and individuals that have an interest or specialised knowledge in the topic area. The thematic groups formulate action plans to facilitate the execution of the majority of the project work of the LSP. This work is developed within the thematic group meetings and carried out by the individual partners who then report back to the meetings. The Thematic Group Chairs reports progress back to the Executive.



17. All projects allocated funding must be developed within the thematic groups and attract full support from the partners. Once approved by the thematic group, the Chairs take the project to the “Chairs Group” who will discuss any linkages or crosscutting issues so ensure that no project is duplicated. The Chairs may be sent back to the their thematic group with questions if appropriate. The project is then sent to the Executive for final approval.
18. Once the Executive has approved the project, a service level agreement is drawn up and the funds administered up front. The Thematic groups then monitor the progress of the project via the meetings.
19. There are currently 7 thematic groups within Fylde LSP. They are:
- Environmental Enhancement and Protection
  - Safer Communities (Fylde Community Safety Partnership)
  - Lifelong Learning
  - Health and Wellbeing
  - Enterprise and Employment
  - Children and Young People
  - Central Ward (Time Limited Project group)
20. Membership of the thematic groups is open to any local organisation or individual. The Chair is selected from within the thematic group by the members. The Thematic Groups are free to draw in additional members who can enhance the group’s ability to address a specific topic or initiative. Consequentially, membership of each of these groups is fluid depending on if the members have an interest in a project that may be ongoing. The Local Strategic Partnership Manager does keep a list of membership of each of the thematic groups although it should be noted that this list is of those who receive information and does not include a list of those that actively attend the groups on a regular basis.
21. It is the responsibility of the Chair of each thematic group to arrange meetings as and when they are required. It is often the case that meetings of different thematic groups may take place at the same time and it is difficult for the LSP Manager to keep track of all the meetings taking place, as there appears to be no formal frequency of meetings.
22. The Task and Finish Group were initially concerned that there appeared to be a lack of engagement with British Aerospace Engineering (BAE) who are the largest employers within the borough. The LSP has invited BAE to meetings however, to date they have not attended. Further attempts to engage BAE in LSP activity are now being carried out by the Chief Executive of Fylde Borough Council.
23. The Task and Finish Group has noted that the Community Safety Thematic Group appears to have a more structured core membership than the other groups. This is primarily because it is a statutory partnership with a requirement for specific organisations such as the Police and Fire Service to be members. This structure appears to work well and membership is still open.

**Recommendation: The Task and Finish Group recommends that the LSP review its membership structure to enable a core membership of each of the thematic groups.**

**Recommendation: The Task and Finish Group recommends that the LSP thematic groups publish a meeting schedule with set dates and times for all groups on a quarterly basis in advance.**

### **The LSP Forum**

24. The LSP Forum is held twice a year and is open to all interested organisations and individuals in Fylde. The Forum provides an opportunity for interested individuals to request membership of any of the thematic groups. The remit of the LSP Forum is:

- To define the vision of the Community Plan and review the LSP's aims and objectives.
- To steer the work programme of the Executive to ensure delivery of the Community Plan.
- To receive an annual report and keep under review the delivery and implementation of the Community Plan.
- To act as a networking body for participating organisations and individuals.

**Recommendation: At least one member of the Community Outlook Scrutiny Committee should attend each meeting of the LSP Forum**

### **Publicity and Branding**

25. The LSP funds Fylde in Focus, a publication that goes out to every residence in the Borough. Fylde in Focus publicises many of the achievements of the Local Strategic Partnership using a particular brand adapted to include the slogan of the relevant thematic group. The Task and Finish group has been advised that further measures are being considered to encourage Thematic Group partners to produce the content of future editions of Fylde in Focus.

**Recommendation: That the Committee supports the principle that all content of Fylde in Focus should be driven by LSP Partners with clear branding to identify and publicise the relevant thematic group.**

### **Fylde Borough Council Representation**

26. Until recently, Fylde Borough Council representation has been uncoordinated. Representation has tended to reflect the personal interests of individual Councillors or reflected the corresponding member Champion role however this again has been inconsistent. However, the introduction of the new Cabinet in February 2006 presented an opportunity for Fylde Borough Councils representation to become more streamlined with each Cabinet Portfolio holder attending the thematic group most representative of their portfolio. The proposed changes are detailed below:

**Table 2 Fylde Vision - Membership of groups (current - based upon mailing lists)**

Group	CURRENT FBC OFFICER representation	Current FBC Member representation	Proposed FBC Officer representation	Proposed FBC Member representation
Forum				

Executive	Phil Woodward	John Coombes	Phil Woodward	John Coombes
Health and Social Wellbeing	Claire Platt Stuart Glover Paul Norris John Cottam	Elizabeth Oades (LCC) Colin Walton (LCC)	Claire Platt Stuart Glover Paul Norris John Cottam	Pat Fieldhouse
CDRP	Dave Joy (chair steering gp) Christine Miller	Pat Fieldhouse/ Dawn Prestwich John Coombes	Dave Joy (chair steering gp) Christine Miller	Dawn Prestwich
Lifelong Learning		Bill Thompson (LCC)	Paul Norris	
Environmental Enhancement	Mike Walker Tony Donnelley Jamie Dixon Paul Drinnan	Simon Renwick Thomas Threlfall Alfred Jealous (LCC)	Mike Walker Tony Donnelly Jamie Dixon Paul Drinnan	Tim Ashton Thomas Threlfall Maxine Chew
Enterprise and Employment	Viv Wood Paul Drinnan/ Steve Smith Tony Donnelly	Fabian Wilson Roger Small	Viv Wood Paul Drinnan/ Steve Smith Tony Donnelly	Fabian Wilson Roger Small
Children and Young People	Stuart Glover	Simon Renwick Linda Nulty	Stuart Glover	Simon Renwick
Sub/Steering Groups:				
Fylde In Focus editorial Group	Christine Miller			Albert Pounder
Equality and Diversity Group	Dave Joy	Stephen Carpenter	Dave Joy	Sue Fazackerley
Central ward steering group			Dave Joy Claire Platt Paul Drinnan Christine Miller	Central Ward Members
Alcohol steering group	Christine Miller		Christine Miller	
Skills improvement steering group				
Sports and Physical Activity Alliance	Stuart Glover		Stuart Glover	
NB The LSP Manager sits on all the above groups				

### **Administrative Arrangements**

27. The administrative arrangements of each of the thematic groups have been reliant upon the LSP Manager or the administrative support provided by the Chairs of the Group. The LSP Manager and Community Safety Partnership Officer have provided some support in the form of agenda preparation and minute taking for the Executive and some of the thematic groups and the Chairs of other thematic groups have provided support where this is available.
28. Consequentially, administrative support has not been consistent among the groups. This problem has been recognised by the Executive and they have recently appointed an Administrative Officer to support this function. This post will be funded by the LSP but will be based within Fylde Borough Council. The Task and Finish group is satisfied that this appointment will address this issue.

### **Funding Arrangements**

29. LSP is allocated a budget of approximately £300k per annum, which is mostly funded from second homes Council Tax collected from within the borough. These funds are usually distributed in the appropriate proportions to the other public bodies funded through Council Tax, i.e. LCC – 80%, Police Authority – 7.5% and Fire authority – 3.5%. However, all the relevant public bodies have agreed that the additional funds raised through this mechanism should be allocated to the Local Strategic Partnership.
30. The contributions donated by the Police and Fire Authorities are directly allocated to the Community Safety Partnership. An additional £25000 is allocated to the Community Projects Fund. The primary purpose of the Fund is to provide small grants up to £5000 to enable community groups to carry out projects to benefit the community. Match funding from the organisation/group is required to qualify for the fund. The bids for funds follow a simple set of criteria and are assessed quarterly. This process is currently under review.
31. A proportion of this money is allocated to central expenses broken down (please note figures are approximate) as follows
- LSP Manager Total Costs £37k
  - Community Safety Partnership - £38k
  - Community Projects Fund £25k
  - Fylde in Focus - £16k
  - Citizens Panel - £12k (based on an average of 3 consultations per annum)
  - Meeting/Admin expenses - £4-5k
32. The LSP Executive allocates the rest of the funds, to projects that develop from within the Thematic Groups.
33. Fylde Borough Council acts as host for LSP funds. This means that, although the LSP Executive makes funding decisions, all accounts are done through Fylde Borough Councils accounting system. Consequentially, the LSP accounts are

subject to internal and external audit in the same way the Councils funds would be. The LSP Protocol for Governance and Financial Management sets out the terms for this process as follows.

### **Accounting Arrangements**

1. The District Council shall act as host authority and banker for the second home funds of the LSP and shall hold all the money raised by the two authorities from this source.
2. The host authority shall create and maintain a clearly identifiable accounting structure for the second home funds.
3. The contributions to the LSP by the contributing authorities will be reflected in their normal revenue accounts.
4. The host authority shall prepare a memorandum final year-end account for the second home fund expenditure within the statutory accounting timetables of the contributors.
5. The host authority shall also prepare, in October of each year, an interim monitoring report on LSP spending to 30 September and projected spend for the remainder of the year. This shall be for presentation to the LSP and copies for information are to be forwarded to the contributing authorities.
6. Unused funds arising from the current and earlier years' contributions may be carried forward into the following financial year with the proviso that the total carry-forward must not exceed 25% of the latest year's contributions.
7. Any surplus funds in excess of this threshold shall be repaid to contributors pro rata to their contributions.
8. However, with the agreement of the contributing authorities, LSPs may carry forward amounts in excess of the threshold if the funds are firmly and specifically earmarked for a purpose in the future. This would apply to projects that have been approved but where the start is delayed or to projects that will not be required to start until a future date.
9. Funds must not be committed by the LSP in excess of the budget available. However, if, for reasons beyond the control of the LSP or of the host authority, an overspending of the available funds should occur, the overspending shall be temporarily funded by the contributing authorities pro rata to their contributions for the year but recouped by commensurate reductions in the amounts payable to the LSP by the contributing authorities in the following year. The host authority shall be responsible for ensuring that, in normal circumstances, there are uncommitted funds in the LSP budget to cover outgoing payments.

### **Internal Accountability**

34. Partners who are allocated funds are accountable to the LSP Thematic Group from which the project was funded. All projects agreed and funded are required to sign

a service level agreement and report progress back to the Executive on a regular basis. Currently, funds are allocated to the LSP annually and thus projects have, to date been funded up front. This process is currently under review with the intention of long-term commitment being mainstreamed within the partner organisations.

### **Performance Management Framework**

35. It states within the terms of reference of the Community Outlook Scrutiny Committee that the Committee is responsible for monitoring the performance of the LSP. The LSP at present does not have a formal Performance Management Framework by which the Community Outlook Scrutiny Committee can assess performance however the Task and Finish Group have been advised that this is currently under review.

**Recommendation: The Committee supports the development and implementation of a Performance Management Framework for the LSP.**

### **Stage Two – Role of Scrutiny**

36. The interim recommendations were presented to the LSP at the November meeting of the Community Outlook Scrutiny Committee. The discussions with the LSP Manager and the Chair of the LSP indicated that many of these recommendations are already being taken on board as the LSP evolves. The second stage of the review looked at establishing a formal mechanism for the Community Outlook Scrutiny Committee to monitor the performance of the LSP.
37. Fylde Borough Councils' constitution states within the terms of reference for the Community Outlook Scrutiny Committee that it will "*monitor the performance of the Local Strategic Partnership*". To date, the Committee has received 6 monthly updates from the LSP Manager on the work of the Thematic groups. However, the current lack of any formal performance management framework means that it is difficult for Members to scrutinise the performance of the LSP effectively. It is anticipated that the Members of the Community Outlook Scrutiny Committee will have a much closer working relationship with the LSP in the future.
38. The Task and Finish Group discussions with the LSP manager to date have indicated that the internal performance management arrangements employed by the LSP and detailed in the main body of this report appear to work well so far. It is important to note that there is no formal specific guidance from central government on how LSPs should be monitored either internally or by the Scrutiny function within local government.
39. The Task and Finish Group believe that this mechanism needs further development particularly in light of the proposals in the Government White Paper "*Strong and Prosperous Communities*" which proposes the extension of scrutiny powers to external service providers. The group recognise that the accountability of the LSP is a complex issue particularly as individual organisations serve on the LSP Thematic groups and Executive in different capacities and are thus not directly accountable to the Council.
40. The Task and Finish Group propose that the final recommendation outlining the role of the Community Outlook Scrutiny Committee in the future is approved by the Committee. All of the recommendations will be put to the Cabinet on 17<sup>th</sup> January 2007.

## Final Recommendation

The Task and Finish Group recommends that the Performance Management framework for the Local Strategic Partnership sets out specific performance indicators measuring targets against the thematic group actions plans. Once this framework is in place, the Task and Finish Group recommends that the Community Outlook Scrutiny Committee receive updates on these performance indicators on a 6 monthly basis. If there is cause for concern regarding performance of a specific area the Community Outlook Scrutiny Committee will present an exceptions report to Cabinet/Council.

## Conclusions

41. The intention of this review was not to hold the LSP accountable to scrutiny but to raise awareness and understanding among members of the Local Strategic Partnership functions and structures. By doing this we hope to enable Members of Fylde Borough Council to become more involved with the work of the LSP thematic groups and overall.
42. The Task and Finish Group appreciate that the LSP is an evolving organisation, responding to changes in Government Policy rapidly. This is part, is due to little formal guidance on structures and processes of LSPs' being made available from central government. The LSP responds well to these changes and consequentially many of the recommendations made in this report are already being implemented.
43. The process of formulating a closer working relationship between the Community Outlook Scrutiny Committee and the LSP already begun with the attendance of the Committee Chairman at the LSP Forum in November 2006. The Task and Finish Group envisage that the outcome of this review will facilitate further development of this relationship.
- 44.

Implications	
Finance	No implications
Legal	The White Paper "Strong and Prosperous Communities" may result in legislation affecting the scrutiny of external organisations.
Community Safety	Community Safety is an integral part of the LSP and is a key working group.
Human Rights and Equalities	No implications
Sustainability	For the LSP to be sustainable in the long term, it needs to have clear structures and remit which is widely understood and communicated to all partners.

Health & Safety and Risk Management	Robust Performance Management Arrangements need to be in place to ensure that the LSP is delivering its key actions. Previous lack of a systematic approach is a risk to the success of the LSP.
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Report Author	Tel	Date	Doc ID
Carolyn Whewell	(01253) 658423	6 <sup>th</sup> December 2006	LSP Final Report

List of Background Papers		
Name of document	Date	Where available for inspection
Minutes of the Community Outlook Scrutiny Committee	11 <sup>th</sup> May 2006	<a href="http://www.fylde.gov.uk">www.fylde.gov.uk</a>
Minutes of the Community Outlook Scrutiny Committee	9 <sup>th</sup> November 2006	<a href="http://www.fylde.gov.uk">www.fylde.gov.uk</a>



# REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEPUTY CHIEF EXECUTIVE	CABINET	17 <sup>TH</sup> JANUARY 2007	8

## LGA/IDEA REPUTATION CAMPAIGN

### Public Item

This item is for consideration in the public part of the meeting.

### Summary

Included in the Council's Corporate Plan for 2006-07 is the key action: 'To enhance the reputation of the council through the Local Government Association/Improvement & Development Agency (LGA/IDeA) 'Reputation' toolkit (4 year action)'. This report and its appendices describes the local government Reputation Campaign and the council's current position with regard to meeting the objectives of the campaign together with a proposed Action Plan to improve that position. These matters have been considered by the Community Outlook Scrutiny Committee.

### Recommendations

1. That the Cabinet endorse the action of the Chief Executive in consultation with the Leader of the Council to commit the council's support for the local government Reputation Campaign.
2. That the Cabinet notes the council's current position with regard to the LGA's Reputation measurement framework.
3. That the Cabinet considers the recommendations of the Community Outlook Scrutiny Committee with regard to the proposed Action Plan.

### Cabinet Portfolio

The item falls within the following Cabinet portfolio:

Customer Relations & Partnerships

(Councillor Albert Pounder)

## **Report**

1. At its meeting of 7<sup>th</sup> September 2006, the Community Outlook Scrutiny Committee received a report explaining the LGA/IDeA Local Government Reputation Campaign and outlining the Council's current position with regard to the Reputation Framework. (A copy of the report is appended). The Scrutiny Committee received a further report on 9<sup>th</sup> November 2006 containing a proposed Action Plan for improving the Council's position (also appended).
2. The Scrutiny Committee made the following recommendations:
  - To recommend to cabinet to consider the employment of ONE Enforcement Officer (rather than two) at a cost of £23,000 to dedicate their time to fly tipping
  - To recommend that cabinet explore the possibility of using the LSP's Fylde In Focus to achieve both criteria 9 and 10.
3. Members are asked to consider the recommendations of the Scrutiny Committee before approving the Action Plan and to consider any consequent revenue growth implications in their 2007/08 budget deliberations.

<b>IMPLICATIONS</b>	
Finance	There are revenue growth implications of some of the recommendations in the Action Plan.
Legal	There are no direct legal implications.
Community Safety	There are no direct community safety implications.
Human Rights and Equalities	There are no direct human rights implications.
Sustainability	There are no direct sustainability implications.
Health & Safety and Risk Management	Poor reputation can have a direct impact on the Council's CPA scoring.

Report Author	Tel	Date	Doc ID
Dave Joy	(01253) 658700	22 <sup>nd</sup> November 2006	

<b>List of Background Papers</b>		
Name of document	Date	Where available for inspection
The Local Government Reputation Campaign	July 2005	<a href="http://www.lga.gov.uk/ProjectReputations.asp?lsection=59&amp;ccat=965">http://www.lga.gov.uk/ProjectReputations.asp?lsection=59&amp;ccat=965</a>

**Attached documents**

1. Report to the Community Outlook Scrutiny Committee – 7<sup>th</sup> September 2006.
2. Report to the Community Outlook Scrutiny Committee – 9<sup>th</sup> November 2006.

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEPUTY CHIEF EXECUTIVE	COMMUNITY OUTLOOK SCRUTINY COMMITTEE	7 <sup>TH</sup> SEPTEMBER 2006	

## LGA/IDEA REPUTATION CAMPAIGN

### Public item

This item is for consideration in the public part of the meeting.

### Summary

Included in the Council's Corporate Plan for 2006-07 is the key action: 'To enhance the reputation of the council through the Local Government Association/Improvement & Development Agency (LGA/IDeA) 'Reputation' toolkit (4 year action)'. This report describes the local government Reputation Campaign and the council's current position with regard to meeting the objectives of the campaign.

### Recommendations

1. That the committee endorse the action of the Chief Executive in consultation with the Leader of the Council to commit the council's support for the local government Reputation Campaign.
2. That the committee notes the council's current position with regard to the LGA's Reputation measurement framework.
3. That officers formulate an action plan for the council to meet the objectives of the Reputation Campaign and report this to a future meeting of the committee.

### Cabinet Portfolio

The item falls within the following Cabinet portfolio:

Customer Relations & Partnerships

(Councillor Albert Pounder)

Continued....

## **Report**

### **Background**

1. In the spring of 2005, the LGA/IDeA commissioned MORI to hold a series of focus groups across England and Wales in a range of authorities including several 'excellent' performers. They showed that, despite improved council services, public perceptions of local government generally remain where they were decades ago. Most people see their council as remote, low profile, bureaucratic and inefficient.

Further MORI research revealed that, at the moment:

- just one per cent of people would talk highly of their council unprompted
- only five per cent know a great deal about what their council does

MORI went on to analyse hundreds of its residents' surveys from across Britain. From these they identified a number of key services and issues that have the greatest impact on how local people judge their authority. With councils that excel in each of these areas, MORI then identified 12 core actions that all councils can adopt.

2. The 12 core actions fit into two broad categories:

Cleaner, Safer, Greener:

- adopt a highly visible, strongly branded council cleaning operation.
- ensure no gaps or overlap in council cleaning and maintenance contracts.
- set up one phone number for the public to report local environmental problems.
- deal with 'grot spots'.
- remove abandoned vehicles within 24 hours.
- win a Green Flag award for at least one park.
- educate and enforce to protect the environment.

Communications:

- manage the media effectively to promote and defend the council.
- provide an A-Z guide to council services.
- publish a regular council magazine or newspaper to inform residents.
- ensure the council brand is consistently linked to services.
- communicate well with staff so they become advocates for the council.

## The Reputation Campaign

3. The LGA launched the Reputation of local government project at its 2005 Annual Conference in Harrogate and then asked all councils to formally commit to the core actions by signing up on the website. In this way the Association will be able to monitor progress and measure success in the standing and reputation of local government. A copy of the letter to all group leaders is appended. Fylde Borough Council has now signed up to the campaign. In partnership with the IDeA, the LGA has produced a toolkit to assist councils in meeting the objectives of the campaign. It has also established a database of good practice accessible via its website.

## How We Measure Up -The Council's Current Performance

4. The LGA has also produced a measurement framework designed to measure each council's implementation of the core actions. A description of the measurement framework is appended. Fylde Borough Council's current position within this framework is illustrated below and supporting evidence is appended.

### REPUTATION CAMPAIGN: MEASUREMENT FRAMEWORK

Core Actions	PLANNING (BRONZE)	IMPLEMENTATION (SILVER)	EVALUATION (GOLD)
<b>Cleaner, Safer, Greener</b>			
Branded cleaning operation		Implementing plan	
No gaps in cleaning contracts		New contracts prepared	
One environmental number		Implementation of technology	
Deal with 'grot spots'		Implementing plan	
Abandoned cars / fly tipping	Plan Being Developed		
Green Flag award			Green Flag (x 2)
Educate and enforce	Plan Being Developed		

Communications			
Manage the media			<i>Media evaluation shows success</i>
A-Z guide			<i>A-Z Guide 2003-07 Distributed</i>
Magazine / newspaper			<i>Fylde in Focus Distributed</i>
Council branding		<i>Consistently branded comms</i>	
Internal communications		<i>Implementing internal comms plan</i>	

IMPLICATIONS	
Finance	There are no direct financial implications.
Legal	There are no direct legal implications.
Community Safety	There are no direct community safety implications.
Human Rights & Equalities	There are no direct human rights implications.
Sustainability	There are no direct sustainability implications.
Health & Safety and Risk Management	Poor reputation can have a direct impact on the Council's CPA scoring.

Report Author	Tel	Date	Doc ID
Dave Joy	(01253) 658700	2 <sup>nd</sup> August 2006	

List of Background Papers		
Name of document	Date	Where available for inspection
The Local Government Reputation Campaign	July 2005	<a href="http://www.lga.gov.uk/ProjectReputations.asp?Isection=59&amp;ccat=965">http://www.lga.gov.uk/ProjectReputations.asp?Isection=59&amp;ccat=965</a>

### Attached documents

1. Appendix 1 – LGA letters to all Group Leaders.
2. Appendix 2 – LGA Reputation measurement framework.
3. Appendix 3 – The Council's current position – supporting evidence.

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEPUTY CHIEF EXECUTIVE	COMMUNITY OUTLOOK SCRUTINY COMMITTEE	9 <sup>TH</sup> NOVEMBER 2006	

## LGA/IDEA REPUTATION CAMPAIGN

### Public item

This item is for consideration in the public part of the meeting.

### Summary

Included in the Council's Corporate Plan for 2006-07 is the key action: 'To enhance the reputation of the council through the Local Government Association/Improvement & Development Agency (LGA/IDeA) 'Reputation' toolkit (4 year action)'. This report includes a costed Action Plan to enable the Council to achieve 'Gold' standard in all criteria of the Local Government Reputation campaign.

### Recommendation

1. The Committee is requested to consider the proposed actions and make recommendations to the Cabinet as to which actions/options should be implemented.

### Cabinet Portfolio

The item falls within the following Cabinet portfolio:

Customer Relations & Partnerships (Councillor Albert Pounder)

### Report

1. At its meeting of 7<sup>th</sup> September 2006, the Scrutiny Committee received a report on the LGA/IDeA Local Government Reputation Campaign. It subsequently resolved that officers formulate an action plan for the council to meet the objectives of the Reputation Campaign and report this to a future meeting of the committee.

Continued....



2. A costed Action Plan is appended to this report. The actions are aimed at enabling the Council to reach and maintain 'Gold' standard in each of the twelve Reputation criteria. Many of these actions can be addressed using existing resources. However, others have a financial implication and their implementation would be dependent on budgetary provision in 2007/08.
3. The Committee is requested to consider the proposed actions and make recommendations to the Cabinet as to which actions/options should be implemented.

IMPLICATIONS	
Finance	The Action Plan has financial implications. Any increase in costs would be subject to the 2007/08 budget planning process.
Legal	There are no direct legal implications.
Community Safety	There are no direct community safety implications.
Human Rights & Equalities	There are no direct human rights implications.
Sustainability	There are no direct sustainability implications.
Health & Safety and Risk Management	Poor reputation can have a direct impact on the Council's CPA scoring.

Report Author	Tel	Date	Doc ID
Dave Joy	(01253) 658700	29 <sup>th</sup> Oct. 2006	

List of Background Papers		
Name of document	Date	Where available for inspection
The Local Government Reputation Campaign	July 2005	<a href="http://www.lga.gov.uk/ProjectReputations.asp?lsection=59&amp;ccat=965">http://www.lga.gov.uk/ProjectReputations.asp?lsection=59&amp;ccat=965</a>

#### Attached documents

1. Appendix 1 – Reputation Action Plan

### REPUTATION ACTION PLAN

**Cleaner, Greener, Safer.**

Criteria (Status)		Progress to date	Action required	Timescale	Costs 2007- 08	Officer Responsible
1	<b>Branded cleaning operation</b> (Silver)	Corporate branding policy in place. Council vehicles and uniforms are branded.	Review uniform requirements and branding on vehicles to ensure all frontline staff, especially street cleaning staff, have a full branded uniform and present a clean and professional image to the public.	Jan 2007	None	JD
2	<b>No gaps in cleaning contracts</b> (Silver)	The council has incorporated the street cleaning and parks services into the Streetscene business unit.  Streetscene (SS) and Consumer Wellbeing & Protection (CWP) units have been working together to tackle cleanliness issues, fly tipping, mis-representation of household waste etc.	Review arrangements within Streetscene for litter removal in parks, town centres and other public open spaces.	March 2007	None	JD / DB
			Review procedures within SS & CWP with regard to collection of commercial waste – enforcement of non-paying trade customers. Closer collaboration between SS and CWP is required to ensure waste isn't just left uncollected.	Jan 2007	None	JD / MW
3	<b>One environmental number</b> (Silver)	Council has a dedicated number for fly tipping 01253 658657.	Extend use of dedicated number (01253 658657) to cover other environmental issues – abandoned cars, graffiti, litter etc.	March 2007	None	JD
			Provide necessary training for One Stop Shops and review procedures / Flare codes accordingly.	Jan 2007	None	MW
4	<b>Deal with 'grot spots'</b> (Silver)	Lower Lane ('taking a stand'), Central Ward & Wesham clean sweeps.  'Eyes and Ears' campaign.	Develop location-specific plans to target action to address known grot spots / fly tipping hot spots – consider use of CCTV.	March 2007	None	MW
			Relaunch 'Eyes and Ears' campaign using dedicated environmental number.	Jan 2007	None	JD

Criteria (Status)		Progress to date	Action required	Timescale	Costs 2007- 08	Officer Responsible
5	<b>Abandoned cars / fly tipping</b> (Bronze)	Fly tipping hotline (01253 658657), advertising, leaflets and procedure in place. Current response times allow 3 days to investigate and 3 days for removal.	Review response times and develop closer / joint working with EA and neighbouring Las.	Jan 2007	None	MW
		Abandoned vehicles - currently removing 100% within 24 hours from when the notice has expired but only responding to 50% within 24 hours of initial notification.	Continue and develop close working between CWP & SS to ensure fly tipping is investigated and removed as required.	Jan 2007	None	MW / JD
			Review current reporting procedures to improve initial response times for abandoned vehicles.	Jan 2007	None	JD
6	<b>Green Flag award</b> (Gold)	Two Green Flags awarded in 2006.	Ensure current Green Flag status and consider other sites.	Summer 2007	None	DB
7	<b>Educate &amp; enforce</b> (Bronze)	Some limited enforcement action has taken place regarding fly tipping. Since April 2006 a total of 13 x £50 Fixed Penalty Notices (EPA Section 88) have been issued.	The enforcement role needs dedicated staff resources to have the necessary impact. Two dedicated Enforcement Officers are required to undertake this work that can focus on enforcement issues and follow actions through from their outset to conclusion as required.	June 2007	£46,000	MW
		Visits to schools have started (since October 2006) to raise awareness of recycling, waste and litter issues.	Continue school visits and develop to include wider cleanliness issues such dog fouling.	Dec 2006	None	JD

## Communication

Criteria (Status)		Progress to date	Action required	Timescale	Costs 2007- 08	Officer Responsible
8	<b>Managing the media</b> (Gold)	Joint media arrangement with Blackpool	Maintain joint arrangement with Blackpool. Undertake survey with media contacts	March 2007	No additional costs	PN
9	<b>A-Z Guide</b> (Gold status currently unsustainable)	Currently provide A-Z on website and existing leaflet (needs update)	Guide to be annual and delivered to all households:  <u>Option 1</u> is a stand-alone guide, distributed to every household with Council Tax bills.  <u>Option 2</u> is 4 extra pages in Fylde in Focus	March 2007  June 2007	£15,000 to print  £1000	PN
10	<b>Magazine/news paper</b> (Gold status but not following all recommended guidelines)	Currently bi-annual Fylde in Focus (LSP)	Produce magazine/paper 4 times per year:  Option 1 – continue with existing arrangement  Option 2 – Produce FBC newspaper (costed per edition to print and distribute)	June 2007  May 2007	None  £10,000 per edition	PN
11	<b>Council branding</b> (Silver)	Corporate logo policy and templates are available on intranet for staff use. Publications, press releases, the website, signage and adverts, both internally/ externally, follow branding guidelines.	Carry out audit of usage of Corporate identity and develop action plan to address gaps in provision	April 2007	None	PN

<b>Criteria (Status)</b>		<b>Progress to date</b>	<b>Action required</b>	<b>Timescale</b>	<b>Costs 2007- 08</b>	<b>Officer Responsible</b>
<b>12</b>	<b>Internal comms (Silver)</b>	Grapevine, fortnightly staff news letter. Weekly Members newsletter, revised intranet, fortnightly Management Team meetings with a standing feedback items, regular staff briefings at all levels of the structure, paper based newsletters for staff without access to e- mail, group leader briefings and selective use of 'all staff' emails.	Undertake staff surveys to gauge satisfaction with internal communications.	Dec 2006	None	PN

Officer Responsible – Key:

JD – Jamie Dixon, Senior Operational Services Manager, Streetscene

MW – Mike Walker, Environmental Protection Manager, Consumer Wellbeing & Protection

DB – Darren Bell, Parks Manager, Streetscene

PN – Paul Norris, Executive Manager, Customer and Cultural Services

# REPORT

REPORT OF	MEETING	DATE	ITEM NO
COMMUNITY AND CULTURAL SERVICES	CABINET	17 JANUARY 2007	9

## **“SAFERSANDS” - RESPONSE TO CONSULTANTS REPORT**

### **Summary**

Following the development of the SaferSands project undertaken on behalf of the council by Atkins Consultants Ltd in association with the Royal Society for the Prevention of Accidents (RoSPA) and the RNLI, the Executive manager for Community and Culture has developed a proposed response for consideration. The response proposes a number of actions, which presents a management framework for beach and foreshore activities.

### **Recommendation**

1. That Members endorse the proposed Action Plan and consider the associated financial implications in future budget allocations.

### **Cabinet Portfolio**

The item has been regarded as falling within the remit of Councillor Fazackerley on the basis of the health & safety / risk management aspects of the SaferSands project. However, the issue also cuts across the Tourism, Streetscene and Regeneration portfolios of Councillors Renwick, Ashton and Small.

### **Report**

#### **Background**

- 1 In May 2006 Atkins Consultants Ltd in association with the Royal Society for the Prevention of Accidents (RoSPA) and the RNLI were commissioned by the Council to carry out a risk assessment of beach activities (excluding sandyachting) and recommend a management framework for beach activities.
- 2 This action followed a temporary ban on power-kite activity on the beach in response to safety concerns. It was clear that a robust solution was needed to the ongoing and numerous conflicting beach activities.

- 3 The Consultant's report considers the range of current activities known to take place on the beach and develops proposals for a framework to manage these uses in a manner which provides a reasonable degree of reassurance for users of the beach. The findings are based on new and existing risk assessments, observations and participatory involvement from key beach users along the Fylde coast.
- 4 An Executive Summary of the Report has been produced which summarises:
- ◆ An assessment of the national perspective of beach risk and safety including a review of existing national legislation,
  - ◆ A review of existing control measures and resources including beach patrol and signage,
  - ◆ An assessment of the current byelaws,
  - ◆ The physical characteristics of the beach and foreshore,
  - ◆ The environmental characteristics and constraints.
- 5 The methodology for "SaferSands" is detailed in the full report and includes:
- ◆ A comprehensive overview of the key issues,
  - ◆ A legal overview including ownership of the beach,
  - ◆ Evaluation of past risk assessments,
  - ◆ A full, new beach risk assessment based on best practice,
  - ◆ Local, focused discussion events with a range of stakeholders,
  - ◆ Presentation of a framework for the delivery of a "SaferSands" Management scheme for Lytham St Annes.

## Findings

- 6 The report has a number of key findings which inform the proposed management framework. These are:
- ◆ Confirmation that Fylde Borough Council (FBC) owns the freehold or leasehold to much of the beach area,
  - ◆ Confirmation that the dunes to the north of the Blackburn Home are owned by Blackpool Borough Council,
  - ◆ FBC may impose restrictions on the use of its land, however these would be difficult to enforce,
  - ◆ Byelaws are effective regardless of ownership but are of limited value unless the resources are allocated to provide the essential signage and enforcement presence,
  - ◆ A beach zoning scheme is NOT recommended,
  - ◆ A mix of voluntary and controlled regulation IS recommended with user groups demonstrating 'ownership' of their activity underpinned by a regulatory framework,
  - ◆ F B C is expected to do what is reasonable having regard to the risks and available resources.

## Proposed Action Plan

- 7 This report sets out below the main recommendations made by Atkins Consultants and shows the potential costs associated with these recommendations. Where possible we have investigated ways in which the council can meet its obligations whilst remaining as cost effective as possible or through partnership working. The action proposed in this report show both the initial recommendations but also describes a more pragmatic approach, utilising existing resources and partners.

- 8 The SaferSands report proposes a range of actions which are considered to be reasonable measures to address the findings. These actions are presented under three key headings – Capacity and Resources, Communication and Stewardship and Enforcement as detailed below.

## **9 Capacity and Resources**

This section looks at actions to improve the current level of patrol activity, and the need for a group to co-ordinate beach use and regulatory issues.

Establishing a SaferSands Implementation Group is recommended as the first action. This is one of the criteria used in the designation of the new Quality Coastal Awards. Its membership should comprise stakeholders, the police, coastguard and RNLI as well as appropriate FBC representation. This group is key to delivering many of the other actions including the sourcing of external funding. This can be funded from existing resources.

Beach Patrols - Currently the Council employs one full time beach patrol officer. Although his time is managed to cover recognised peaks, there are significant periods of time when beach activities are not being patrolled to the level recommended in the report (every day throughout the summer, including weekends). The report recommends that our beach patrol capacity is increased to cover the majority of high level usage.

In order to support this and due to expanse of the beach, it is recommended that an additional patrol vehicle should be made available. It is possible that this could be found from within the council's existing fleet and may only require additional support costs such as fuel, servicing and insurance.

Central office is recommended to create a more visible presence near to the beach to provide a point of communication with beach users and to carry information material such as tide timetables etc.

Voluntary beach wardens are recommended at peak times as support for the BPOs as well as providing a more visible profile for the service. It is suggested that this measure is implemented in year 2.

## **10 Communication**

Although the "SaferSands" initiative has received a good level of publicity regarding its purpose and aims, it is essential that this process should continue. In particular public awareness, especially for visitors, is vital. This can be achieved through the actions detailed below:

Publicity and leaflets are viewed as urgent actions. This includes press releases, presentations to local groups and a webpage.

Signage. The current levels of signage, whilst part of a pro-active programme, was always intended to be temporary and does not follow nationally recognised guidelines with regard to style and content. Signs are recognised as the most effective way of conveying safety information as well as communicating the limits of the council's responsibility. Results from the consultation carried out as part of "SaferSands" indicates that signage is the most common way for beach users to gain information. The report strongly recommends the installation and maintenance of appropriate signage following the national RNLI guidelines.



## **11 Stewardship and Enforcement**

Large scale zoning of the beach is NOT recommended by the consultants. This is largely due to the geographic expanse of the beach and the liability that may be created if the zoned areas are not routinely patrolled. A more pragmatic approach is recommended by the introduction of agreed seasons / times for certain activities backed up by appropriate enforcement through permit systems, personal insurance and the introduction of seasonal 'model' byelaws.

The report suggests that certain activities need to be more closely controlled through this mechanism. These include: kite powered craft; barbecues; motorised vehicles; horse-riding and dangerous activities such as the use of javelins & golfing etc.

### **Economic Rationale**

The beach and foreshore is one of Fylde's greatest assets, particularly as a key attraction to visitors as part of our tourism product. St Annes promotes itself as a family holiday resort achieving around £171 million in income from holiday makers each year. The bid to pilot the 'Classic Resort' concept in partnership with the NWDA is underpinned by the traditional seaside attractions such as the pier, promenade and beach and a safer coastal environment is seen as a major asset with particular economic value.

In addition, the direct financial benefit to the council will be apparent in reduced insurance claims, lower risk of incurring significant legal costs and the potential of increased income from concessions and franchises

**SaferSands**  
**Four Year Plan**

Recommended actions	Time scale	Description	Revised cost for 2007/08 budget	Budget 2008/09	Budget 2009/10	Budget 2010/11	Responsible persons
Increase Beach patrol services at peak times.	May 2007	Increase seasonal beach patrol presence from 2007 season <b>(Priority action)</b>	£12,000	£12,000	£12,000	£12,000	Exec Manager
Additional beach patrol vehicle	May 2007	Use of existing vehicle - 2 days per week in 2007/08	£3,000	£3,000	£3,000	£3,000	Exec Manager
Beach office	May 2008	Identify premises & make available for 2008 season	Nil	£15,000 capital	£5,000 capital	£3,000 Maintenance	Exec Manager
Voluntary beach wardens	May 2008	Costs for expenses	Nil	£3,000	£3,000	£3,000	Exec Manager
Leaflets/guidance notes	May 2007	Cost of publications <b>(Priority action)</b>	£6,000	£3,000 (updates)	£3,000 (updates)	£3,000 (updates)	Exec Manager
Beach Safety Signage	Sept 07	Cost of signage. <b>(Priority action)</b>	£20,000 Capital	£ 2,000 maintenance	£ 2,000 maintenance	£ 2,000 maintenance	Exec Manager
Beach Safety Signage Training seminar	April 2008	Educating stakeholders	Nil	£6,000	Nil	Nil	Exec Manager
<b>Total</b>			<b>£21,000 Revenue £20,000 Capital</b>	<b>£29,000 Rev £15,000 Cap</b>	<b>£23,000 Rev £5,000 Cap</b>	<b>£26,000 Rev</b>	

Costings indicate the proposed budgetary requirement over and above 2006/07 budgets.

We have also approached Blackpool Borough Council to explore the possibility of joint working. A summary of their proposals is outlined below.

3 Full time Beach Patrol	£66,000
3 Seasonal Beach Patrol (May to Sept)	£25,000
OR	
3 Seasonal Beach Patrol (July & August)	£15,000
PLUS	
Uniforms, Training, Awards A.T.V. Visits etc.	£ 7,500

## 12 Summary

Now that the “Safersands” Report has been received the level of information on the risks associated with the known beach activities are much better understood by the Council.

The Report recommends a range of actions that will require the allocation of additional resources. The proposed management framework anticipates a progressive implementation of the recommended actions over a period of time so as to arrive at a position whereby the risks associated with potentially hazardous activities on the beach are reasonably managed.

The Report expresses a clear view that the current level of beach patrol needs to be enhanced, as does the signage at the main access points to the beach.

Appropriate bylaws are also recommended as a mechanism for controlling specific activities and partnerships with user groups need to be formalized to achieve a high degree of self-policing.

From the point of view of managing future liabilities the Council will need to demonstrate a responsible response to the findings of the “Safersands” Report and a reasonable approach to implementing an appropriate management action plan.

IMPLICATIONS	
Finance	Budget implications for the 2007/08 budget and beyond.
Legal	There is a mechanism for the creation of model byelaws.
Community Safety	The development of a pro-active policy is supportive of Community Safety.
Human Rights and Equalities	No further issues.
Sustainability	No further issues.

Health & Safety and Risk Management	The council has commissioned a report from expert sources to advise it on a management approach to beach and foreshore usage. The Council needs to agree an implementation programme in response to the report in order to discharge its obligation.
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Report Author	Tel	Date	Doc ID
Paul Norris	(01253) 658440	Nov 2007	

List of Background Papers		
Name of document	Date	Where available for inspection
As attached	-	-

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
FINANCE BUSINESS UNIT	CABINET	17 JANUARY 2007	10

## BUDGET MONITORING REPORT

### Public item

This item is for consideration in the public part of the meeting.

### Summary

This report provides details of the revised budget for the current year, 2006/07, and the potential impact on the 2007/08 draft budget.

### Recommendations

1. That members note the variations indicated and approve a revised estimated budget for 2006/07 of £10,096,340.
2. That unavoidable, additional expenditure in 2006/07 be supported from balances in 2006/07, and that Members note the potential impact on the 2007/08 budget.
3. That, in light of the projected variance, officers seek to ensure that all controllable expenditure is critically examined during the remainder of the financial year.

### Cabinet Portfolio

The item falls within the following portfolio:

Finance and Efficiency: (Councillor Paul Rigby)

### Report

- 1 Table 1 highlights the original budget for each of the business units together with an estimate of the revised budget based on the patterns of spend to date and projected

Continued....

expenditure for the rest of the year. The Table indicates a projected budget out-turn of £10,096,340 which is £337,960 above the original budget. Further details of significant variations are also provided.

**TABLE 1**

	<b>2006/07 Budget £</b>	<b>Revised Budget £</b>	<b>Variance</b>
Community & Cultural Services	2,191,895	2,428,010	236,115
Streetscene	2,916,454	2,964,680	48,226
Strategic Planning & Development	862,027	1,027,950	165,923
Consumer Wellbeing & Protection	977,730	933,880	-43,850
Finance	923,896	930,620	6,724
Legal Services	78,852	73,090	-5,762
Corporate Policy & Performance	1,055,315	1,135,100	79,785
Democratic Services & Member Support	897,366	820,250	-77,116
Executive Board	342,991	249,740	-93,251
Savings to be achieved	-80,510	-20,000	60,510
<b>Total Net Expenditure</b>	<b>10,166,016</b>	<b>10,543,320</b>	<b>377,304</b>
Capital Financing	-407,636	-446,980	-39,344
<b>Net Budget Requirement</b>	<b>9,758,380</b>	<b>10,096,340</b>	<b>337,960</b>
<b>Funded by</b>			
Revenue Support Grant	5,206,390	5,206,390	0
Council Tax	4,552,000	4,552,000	0
<b>Total Funding</b>	<b>9,758,390</b>	<b>9,758,390</b>	<b>0</b>

## **2. VARIATION FACTORS**

### **Community and Culture Services**

The increase in the revised budget is due to two main factors being the increase in the costs of concessionary travel at £226,000 and a reduction in income from the swimming pools of £65,000. In 2007/08 to help reduce the costs of concessionary travel it is expected that the Lancashire districts will vote for an increase in cross boundary fares which would save Fylde approximately £46,000 per annum, however there will still be significant additional costs in 2007/08.

### **Consumer Wellbeing and Protection**

The revised budget shows a saving of almost £44,000 which is largely due to vacancy savings and an increased recovery rate on housing benefits for bed and breakfast costs for the homeless.

### **Corporate Policy and Performance**

The increased costs on the revised budget are due to additional software charges arising from the IEG programme. Two new posts are also associated with this budget head that were created from savings in other business units. In 2007/08 there will be significant extra costs from implementing the job evaluation scheme.

### **Democratic Services and Member Support**

The reduction in costs on the revised budget is due to insurance costs of £131,000 which were accounted for centrally in the revised budget being devolved to service budgets. Members allowances costs increased by £67,000. In 2007/08 the borough elections are estimated to increase costs by £130,000.

### **Strategic Planning and Development**

In the current year, Planning income\* is estimated to be down by £114,000 and it has not been possible to capitalise £53,000 of staff costs to the accommodation project as originally budgeted for in 2006/07. Also in the current year approximately £160,000 of staff costs are budgeted to be charged to capital schemes relating mainly to regeneration. If there are no significant capital schemes in 2007/08 these cost will fall on the revenue budget. For both the current and next year there have been increases in utility costs reflecting national trends.

*(\* planning income in 2005/06 was £528,990 and was estimated to be £400,000 in 2006/07. The number of applications received in the 2005 calendar year was 1,142 whereas in 2006 1,200 applications were received.)*

### **Streetscene**

Total expenditure trends indicate projected additional expenditure of 1.5% due to increased staff, vehicle and fuel costs. Expenditure has been offset by savings achieved on public conveniences, highways cleansing, trade waste and coastal protection.

### **Finance**

The revised budget shows a net reduction in housing benefit costs of £100,000 and vacancy savings in the Revenues Section. This is offset by a reduction in the Public Service Agreement grant, previously highlighted, which is now to be split between capital and revenue grant in equal shares with 50% being paid in the current year and 50% next year. This results in the original revenue estimate of £150,000 being reduced to £31,500 in 2006/07. However we will also receive a further £31,500 in 2007/08 and also a capital grant of the same amount for both the current and next year. In 2007/08 the Government has cut the amount of housing administration grant that the Council receives by £57,000. This is in addition to the grant of over £100,000 that the Council lost in the current year relating to the detection of fraud. The government's argument was that this would be compensated for in the administration grant which we now find is reducing.

### **Capital Financing**

The reduction in capital financing costs is due to an increase in investment income in the year. In 2007/08 there will be additional costs in this area as the Council will have to incur debt costs to finance the capital programme.

## Balances

At the 1<sup>st</sup> April 2006 general fund balances stood at £1,097,000. The additional expenditure of £337,950 highlighted in the table would result in year end balances of £759,050, unless other efficiencies can be achieved in the remainder of 2006/07. This level of balances is £229,050 above the minimum requirement of £530,000.

Implications	
Finance	Detailed in the report.
Legal	None arising directly from the report.
Community Safety	None arising directly from the report.
Human Rights and Equalities	None arising directly from the report.
Sustainability	None arising directly from the report.
Health & Safety and Risk Management	None arising directly from the report.

Report Author	Tel	Date	Doc. ID
Brian White	(01253) 658566	December 2006	Budget Report Dec 2006

LIST OF BACKGROUND PAPERS		
NAME OF DOCUMENT	DATE	WHERE AVAILABLE FOR INSPECTION
Budget File	December 2006	Finance Section, Town Hall, St Annes

**Attached documents** - none



# REPORT



REPORT OF	MEETING	DATE	ITEM NO
FINANCE	CABINET	17 JANUARY	11

## PRUDENTIAL INDICATORS AND TREASURY MANAGEMENT OUT-TURN FOR 2005/06

### Public item

This item is for consideration in the public part of the meeting.

### Summary

This report provides information in respect of the performance of the Treasury Management function of the Council for the 2005/06 financial year and comparison with anticipated prudential code indicators for the year.

### Recommendation

1. That members note the position for the year 2005/06.

### Cabinet brief

The item falls within the following Cabinet brief:

Finance and Efficiency (Councillor Paul Rigby)

### Report

#### 1. Background

The Local Government Act 2003 requires the Council to set prudential indicators for capital financing and treasury management annually, within the context of a 3-year financial strategy and also to report back on actual performance measured against these prudential indicators at the end of the financial year.

## 2. Prudential Indicators for 2005/2006

The comparison of the forecast position for 2005/2006 and the actual out-turn position is as follows: -

### (i) Capital Indicators

**Table 1**

Indicators	2005/06 Forecast £'000	2005/06 Actual £'000	Variance £'000
Capital Expenditure	1,548	3,394	-1846
Net Borrowing Requirement	Nil	-890	-890
Capital Financing Requirement	154	500	346
Capital Financing Cost Indicator	-2.89%	-2.84%	-0.05%

#### (a) Capital Expenditure

Members considered a report on the out-turn position on the capital programme in June 2006, which showed spending of £3,394,000. The forecast of £1,548,000 was subsequently increased as a result of slippage from the previous years capital programme to provide a revised budget of £3,594,000. Actual expenditure represents 94.4% of the revised budget.

#### (b) Net Borrowing Requirement

The net borrowing requirement of the Council represents the excess of borrowing taken out by the Council over its investments. Borrowing however includes not only the value of external loans taken out by the Council but also the capital value of finance leases used to purchase vehicles, plant and equipment. The net borrowing requirement for capital purposes must always be less than the capital financing requirement of the Council to meet the requirements of the Prudential Code. It was not necessary to borrow in 2005/06 and no further finance leases were taken out and, as can be seen, this condition has been met for 2005/2006. The figure of £890,000 represents investments at the 31<sup>st</sup> March 2006.

#### (c) The Capital Financing Requirement

This calculation measures the Council's underlying need to borrow to finance capital expenditure. Since the last report to Council, the Capital Financing Requirement for 2005/06 has increased to £500,000. This results in the need to make a minimum revenue provision for debt repayment in the 2006/07 budget of £11,240 to assist with the repayment of finance leases taken out by the Council to renew its vehicle fleet.

#### (d) Capital Financing Cost Indicator

This indicator measures the affordability of capital financing costs by comparing them with the Council's net revenue stream i.e. income from Government Grants and Council Tax. If the ratio increases year on year then a greater proportion of the Council's revenue resources are being used to provide finance for capital spending, at the expense of revenue spending on Council services.

Generally as the Council was debt free in 2005/06, apart from a small finance lease, this percentage will be negative as investment income currently far exceeds the cost of funding provided via the finance lease.

**(ii) Treasury Management Indicators**

**Table 2**

<b>Indicators</b>	<b>2005/06 Forecast £'000</b>	<b>2005/06 Actual £'000</b>	<b>Variance £'000</b>
Authorised Limit for External Debt Borrowing	5,000	Nil	-5,000
Other Long Term Liabilities	Nil	Nil	Nil
Total	5,000	Nil	Nil
Operational Limit for External Debt Borrowing	4,000	Nil	-4,000
Other Long Term Liabilities	Nil	Nil	Nil
Total	4,000	Nil	Nil
Upper Limit for Fixed Interest Rate Exposure Net principal for fixed rate borrowing / investments	100%	0%	
Upper Limit for Variable Interest Rate Exposure Net principal for variable rate borrowing / investments	20%	-100%	
Upper Limit for total principal sums invested for over 364 days	Nil	Nil	

**(a) Authorised and Operational Limits for External Debt**

The Council did not take out any external loans during the year.

**(b) Upper Limit for Fixed / Variable Interest Rate Exposure**

These limits are based on the net borrowing position of the Council. Effectively as the Council had no external borrowing in 2005/06, the indicators show the percentage of investments that have been placed at fixed and variable interest rates, compared with the previously approved upper limits. The indicators show that the Council's borrowing and investments fell within the approved limits.

In 2005/06, investments generated interest of £252,000 compared with a budget of £190,000 at an interest rate of 4.41%.

All investments were placed with either HSBC PLC for the short-term investment of cash balances on call or for longer terms, up to 3 months in duration, with approved building societies.

(c) Upper limit for investments over 364 days.

The Council has a policy at the moment to restrict investments to periods of less than one year.

IMPLICATIONS	
Finance	As above
Legal	None arising
Community Safety	None arising
Human Rights and Equalities	None arising
Sustainability	None arising
Health & Safety and Risk Management	None arising

Report Author	Tel	Date	Doc. ID
Brian White	(01253) 658566	November 2006	Prudential Indicators

List Of Background Papers		
NAME OF DOCUMENT	DATE	WHERE AVAILABLE FOR INSPECTION
Treasury Management File		Finance Department, Town Hall, St Annes

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
CHIEF EXECUTIVE	CABINET	17 <sup>TH</sup> JANUARY 2007	12

## LANCASHIRE LOCAL AREA AGREEMENT AND “EVERY CHILD MATTERS”

### Public Item

This item is for consideration in the public part of the meeting.

### Summary

This report sets out the current situation regarding the Lancashire Local Area Agreement together with the background to the involvement of the Borough Council in the future delivery of services for young people.

“*Every Child Matters*” set out the Government’s vision for securing the wellbeing of young people aged 0 – 19 in the wake of the Victoria Climbié inquiry in 2004.

This prompted the enactment of the Children Act 2004 which placed new duties on both Education & Social Care Authorities and District Council (duty to cooperate).

The report outlines these duties and describes the current work being undertaken by the Audit Commission to review these arrangements in Lancashire.

### Recommendations

1. That the Cabinet notes the current situation regarding the Lancashire Local Area Agreement (LAA).
2. That the Council’s approach to the implementation of its obligations under the Children Act 2004 be referred for detailed consideration by the appropriate Overview and Scrutiny Committee as part of the review of the LAA.
3. That the relevant Overview and Scrutiny Committee is asked to have regard to the following issues in their review of the LAA:
  - any comments noted and agreed during the forthcoming Member’s Choice Debate at Council,
  - any relevant recommendations made to the Council by the Audit Commission

in its final report on arrangements for children's services in Lancashire.

4. That, the portfolio holder seeks the views of Fylde Vision (LSP) on comments made by the Council / Overview and Scrutiny Committee prior to the implementation of any relevant arrangements in Fylde.

## **Cabinet Portfolio**

The item falls within the following Cabinet portfolio:

Culture and Tourism : (Councillor Simon Renwick)

## **Report**

### **Background**

1. The Lancashire Local Area Agreement (LAA) is a performance commitment given by all Councils in Lancashire (and other public service agencies) to deliver public services to certain standards over a three year period commencing April 2006.
2. The services contained within the agreement are grouped into four blocks-
  - Children and Young People
  - Healthier Communities & Older People
  - Safer and Stronger Communities
  - Economic Development & Enterprise

Each block contains specific service targets which all supporting organisations are involved in delivering to a greater or lesser extent. An overview of the targets is attached at Appendix A.

3. Early in 2007 the Council's Community Outlook Scrutiny Committee is scheduled to undertake a detailed review of progress on the LAA, the findings of which will be reported to the Cabinet in due course.
4. In the meantime, certain issues surrounding the Children and Young People block are being taken forwards via the "*Every Child Matters*" agenda, which the Cabinet need to be aware of.

### **Every Child Matters**

5. The Government's vision for future children's services – *Every Child Matters* – was published in September 2003. The vision was given a statutory basis in the provisions of the Children Act 2004. It proposes the reshaping of services for children to help achieve improved outcomes for young people in the following policy areas:
  - Be healthy
  - Stay safe
  - Enjoy and achieve
  - Make a positive contribution
  - Achieve economic well-being

6. The Act of 2004 places significant duties on County level authorities including a duty to promote inter-agency co-operation. There is also a reciprocal duty placed on district councils (and other bodies) to co-operate with the county level children's services authority.

### Current Situation

7. The Lancashire Children's and Young People's Strategic Partnership (CYPSP) was established in January 2005 as the main strategic forum in Lancashire for matters relating to children and young people. This partnership body is leading the work on creating a Children's Trust in Lancashire in response to the new duties under the Act.
8. The Partnership brings together representatives at a Chief Executive or Director level from all those agencies identified by the Government as having a 'duty to co-operate' as well as others who have a key role to play in children's services.
9. The aim of the new Trust arrangements, due to 'go live' in 2008, will be to bring relevant services and professionals closer together to ensure young people aged 0 – 19 are given the best opportunities under the five outcomes detailed in paragraph 1.
10. Until recently the nature and extent of the 'duty to co-operate' has not been fully understood at county or district levels. Although some of the services provided by Fylde Borough Council clearly contribute to the policy issues described in paragraph 1, there has been limited strategic co-ordination of activities with other agencies operating in the Borough. However, the Audit Commission has recently undertaken a review of these arrangements across Lancashire and will soon be making a number of formal recommendations both to LCC and to individual district councils.
11. A draft report has recently been issued by the Commission and the authors have commented that :  
  
*"..... the team were encouraged and impressed by some of the initiatives and partnership working that has already taken place and which underpins the Children and Young Persons Partnership. We are also encouraged by some of the recent developments that have taken place to help ensure that a more effective approach is taken to this agenda in the future".*
12. However, the Commission also recognises that effective links between county-wide and district partnerships are not yet in place and that children's services are not aligned or fully co-ordinated at the level of district LSPs. This is seen as an issue which could potentially undermine the successful implementation of the Lancashire Local Area Agreement.
13. The draft recommendations of the Audit Commission (AC) are attached at Appendix B and, whilst these are subject to final confirmation by the AC prior to official publication, they give an indication of the likely expectations of the Borough Council. It is anticipated that the final report will be published during January.
14. At the same time the CYPSP is consulting on the arrangements for establishing the Children's Trust in Lancashire. An extract from the consultation document is attached at Appendix C. The closing date for comments is 9<sup>th</sup> February 2007.
15. The consultation seeks comments in three main areas:

- The governance arrangements for the new Trust,
- The structure and functions for locality arrangements, and
- The principles and structures for commissioning services.

16. The Council's scheme of delegation allocates the responsibility for commenting on consultation exercises to the relevant portfolio holder. A standard questionnaire has been developed to seek the views of consultees which is attached at Appendix D for reference.

Implications	
Finance	None arising directly from the report.
Legal	Section 10(5) of the Children Act 2004 obliges Fylde Borough Council, as a "relevant partner" of Lancashire County Council, to co-operate with the county in making arrangements with a view to improving the well-being of children in relation to the matters referred to in the body of the report.
Community Safety	Implicit within the report.
Human Rights and Equalities	Implicit within the report.
Sustainability	None arising directly from the report.
Health & Safety and Risk Management	None arising directly from the report.

Report Author	Tel	Date	Doc ID
P Woodward	(01253) 658500	January 2007	H/Cabinet/Jan07

List of Background Papers		
Name of document	Date	Where available for inspection
Attached as Appendices	Various	Town Hall / LCC Website

#### Attached documents

- Appendix A - Local Area Agreement overview
- Appendix B - Audit Commission Draft Recommendations
- Appendix C - Children's Trust Consultation Document
- Appendix D - Children's Trust Consultation Questionnaire



# A Summary of the Lancashire Local Area Agreement

## **Background**

The Agreement (known as the LAA) is a three year agreement between Lancashire's public, voluntary, community and faith sector service providers and central government. These bodies will work together as partners towards an agreed set of outcomes which will make a lasting difference to the people of Lancashire. It was signed by all partners and central government on 23 March 2006.

Over the past 12 months, partners have worked extensively to identify priority outcomes for Lancashire and to develop new ways of working to deliver them.

## **What's in it?**

Within the LAA, the outcomes are grouped around four "blocks":

- Safer and Stronger Communities
- Children & Young People
- Healthier Communities & Older people
- Economic Development & Enterprise

Each of these blocks contains a series of more detailed sub-outcomes and measures which are designed to be challenging but achievable.

There are four Cross Cutting Outcomes: Increased Life Expectancy; Improved Life Chances for Lancashire People; Sustainable Lancashire Communities; Narrowing the Gap Between the Most and the Least Disadvantaged Amongst Lancashire's People and Communities. There are also three key Cross Cutting Themes: Alcohol; Environmental Wellbeing; Prevention and Support.

Included in the LAA are a set of 12 Reward Targets which are measures with even more demanding targets which, if we meet them, will lead to monetary reward provided by central government for the participating partners.

The LAA provides us with the freedom and flexibility to join budgets and services to deliver more effective local action with better use of resources and a simplified performance framework.

## **What next?**

Half-yearly review meetings will take place with Government Office North West to evaluate progress. Any areas where the LAA is not performing as well as anticipated will be identified at an early stage and the appropriate partners will take action to get things back on track.

The table overleaf shows the measures within the LAA. The 12 Reward Targets are shown in *italics*.

## Children and Young People

**OUTCOME** Improved positive social participation by Lancashire's children and young people

**Sub-Outcome: Improved attendance in Lancashire's schools**

% of authorised and unauthorised absences in Lancashire's schools (primary – 4.75% and secondary – 6.93%).

100% of children and young people permanently excluded from Lancashire's schools are offered full time alternative educational provision of 21 hours per week or more.

**Sub-outcome: Reduced fear of crime and anti-social behaviour amongst Lancashire's young people**

Reduce the percentage of Lancashire's young people who fear crime or anti-social behaviour.

Increase the number of Lancashire's children who are engaged in positive and diversionary activities (including participation in school councils or equivalent and participation in leisure pursuits or out of school activities).

Increase the number of young people aged 13-19 who undergo personal and social development which results in an accredited outcome e.g. Duke of Edinburgh Award.

Halt the rise of first time offenders to 3,447 young offenders per year.

**OUTCOME** Improved health of children and young people in Lancashire

*85% of Lancashire schools with National Healthy Schools Status.*

The conception rate among females aged 15 to 17 reduced to 27.4 per 1,000 young women.

Increase the number of young people accessing sexual health services based in Lancashire.

Number of young people (aged under 21) in treatment for substance misuse increased to 600.

Improve access to child and adolescent mental health services (CAMHS).

**OUTCOME** Improved outcomes for Lancashire's young people aged 14-19 years old

72% of 19 year olds achieving NVQ level 2 by 2008

**Sub-outcome: All identified under-achieving groups show progress in attainment at age 14**

% of 14 year olds in schools maintained by the Local Education Authority (LEA) achieving level 5 in KS3 tests (English – 85%, Maths – 85% and Science – 86%).

**Sub-outcome: All identified under-achieving groups show progress in attainment at age 16**

63% of 15/16 year old pupils in schools maintained by the LEA achieving five or more GCSEs at A\* - C or equivalent.

6.2% of Lancashire's 16-18 year old young people not in education, employment or training.

**OUTCOME** Improved outcomes for Lancashire's looked after children and young people

**Sub-outcome: Improved stability in placements of Lancashire's looked after children and young people**

80% of Lancashire's under 16 year olds looked after for more than 2.5 years living in the same placement for more than 2 years or placed for adoption.

16% of Lancashire's children and young people leaving care aged 16 or over with 5 or more GCSEs at grade A\*-C or a GNVQ.

## **Safer and Stronger Communities**

**OUTCOME** To reduce crime and the harm caused by illegal drugs, and to reassure the public, reducing the fear of crime

**Sub-outcome: Low level of crime**

Number of British Crime Survey Comparator Offences reduced to 54,572.

Delivery of Prolific and Priority Offender (PPO) Strategy:

- a. Reduce the number of young offenders to 3,447, and to 29.6% those who re-offend (Prevent and Deter initiative);
- b. Maintain the average of 15-20 PPOs on Catch and Convict;
- c. Increase to 42.5 the percentage of PPOs completing their court order or post-release licence – no further offences.

Increase the percentage of offences resulting in a charge.

Convictions as a % of number of Domestic Violence related offences charged Increased to 70%.

**Sub-outcome: Public are reassured and have an increased feeling of safety**

Increase the percentage of residents who said they feel 'fairly safe' or 'very safe':

1. After dark in neighbourhood;
2. After dark in town centre – increased to 39%.

525 hate related incidents as recorded by the police.

19,500 domestic violence incidents recorded by the police.

Improve the services for domestic violence victims.

**Sub-outcome: Reduced harm caused by substance misuse**

% of residents think that people using or dealing drugs is a very big or fairly big problem in their local area reduced to 52.8%.

Number of people in structured drug treatment increased to 5,779.

% of people retained in structured drug treatment over 12 weeks increased to 64%.

% (number) of Youth Offending Team (YOT) clients receiving a structured alcohol intervention increased to 38% (320).

**OUTCOME** To build respect in communities and reduce anti-social behaviour

**Sub-outcome: Lower level of anti-social behaviour**

% of people who think that vandalism, graffiti and other deliberate damage to property or vehicles to be a very big or fairly big problem in their local area reduced to 53.2%

Reduce the number of anti-social behaviour incidents per 1000 population as recorded by police.

Number of parents of Youth Offending Team clients who undertake parenting support increased to 900 (tier1) and 350 (tier 2/3).

*Incidence of criminal damage and arson in Lancashire County Council area reduced to 21,553.*

**OUTCOME** To increase domestic fire safety and to reduce arson

Number of deliberate secondary fires reduced to 4,505.

Number of deliberate primary fires reduced to 1,300.

*Number of deaths and injuries arising from accidental fires in dwellings reduced by 12.*

**OUTCOME** To have cleaner, greener and safer public spaces in Lancashire

**Sub-outcome: Communities are cleaner and greener**

% of residents either very satisfied or fairly satisfied with their local area as a place to live. Very: 32%. Fairly: 50%.

*Reduce the percentage of sites surveyed which are graded less than B for litter & detritus*

Reduce the percentage of sites surveyed which are graded less than B for

- (a) graffiti;
- (b) fly-posting;
- (c) fly-tipping.

% of household waste sent for recycling and composting increased to 36%.

**Sub-outcome: Increased level of public safety in the community**

Number of people killed or seriously injured in road traffic collisions reduced to 807 per year.

*The number of drivers and passengers of powered two-wheel vehicles killed, seriously injured or slightly injured on the roads in Lancashire reduced to 485 per year.*

**OUTCOME** To increase the capacity of local communities so that people are empowered to participate in local decision-making and are able to influence service delivery

**Sub-outcome: Local people are empowered to have a greater voice and influence in decision-making and delivery of services**

% residents who strongly agree or tend to agree that they can influence decisions affecting their local area increased to 35%.

Sub-outcome: Improved capacity of the Voluntary, Community and Faith Sector (VCFS).

% of people who have given any unpaid help in their free time in the last 12 months increased to 74%.

Increase the number of organisations who are part of the (VCFS).

Increase the proportion of key public services delivered by the (VCFS).

**OUTCOME** To improve the quality of life for people in the most disadvantaged neighbourhoods and ensure service providers are more responsive to neighbourhood needs and improve their service delivery

**Sub-outcome: Reduced disparity of access to and outcomes from services**

% residents surveyed who are satisfied with the delivery of local services – 9 out of 13 services showing increased satisfaction.

**Sub-outcome: A greater awareness of cultural differences and understanding between communities**

% of residents who strongly agree or tend to agree that their local area is a place where people from different backgrounds get on well together increased to 52%.

## Healthy Communities and Older People

**OUTCOME** Reduced health inequalities across Lancashire by improving lifestyles and addressing the wider determinants of health

**Sub-outcome: Less obesity in adults and children in Lancashire by improving nutrition and increasing physical activity**  
Halt the year on year rise in obesity in children under 11 by 2010.

Increase the number of adults participating in at least 30 minutes of moderate intensity sport and physical activity on 3 or more days each week on average over a year.

Increase the percentage of mothers breastfeeding at 8 weeks.

**Sub-outcome: Reduced smoking prevalence across Lancashire**

23,858 people who have set a quit date and who are still not smoking at 4 weeks.

Reduce adult smoking rates as measured by 52 week quitters.

92% of retailers refuse to sell tobacco to underage young people as measured by test purchases.

80% of tobacco sales at vending machines refused to underage young people as measured by test purchases.

Reduce the amount of counterfeit tobacco product available.

Increase the percentage of pregnant women who are not smoking at delivery.

**Sub-outcome: Less harm to health from alcohol consumption amongst Lancashire people**

Increase the number of completed alcohol treatment episodes.

82% of retailers refuse to sell alcohol to underage young people as measured by test purchases.

Reduce the number of admissions to A&E following violent incident.

**OUTCOME** As part of an overall housing strategy for the districts, improve housing conditions within the most deprived neighbourhoods/wards, with a particular focus on ensuring that all social housing is made decent by 2010

**Sub-outcome: Better homes for Lancashire people**

By 2008 85.8% of social housing meets the decent homes standard.

Increase the percentage of private housing that meets decent homes standard.

Increase the percentage of vulnerable households in the private sector that are in a decent condition.

Increase the number of households who consider themselves as homeless, who approached the local housing authority's Housing Advice Service and for whom housing advice casework intervention resolved their situation.

Average SAP rating of all housing stock increased to 5.7.

Increase the take-up of energy efficiency grants.

Increase the number of homes being adapted for life changes.

Increase the amount of affordable decent housing brought on stream.

**OUTCOME** Increased life expectancy at birth for Lancashire people

**Sub-outcome: Fewer deaths from major killer diseases**

Infant deaths per 1000 live births per year reduced to 4.9.

Mortality from Coronary Heart Disease, stroke and associated diseases per 100,000 population aged under 75 reduced to 82.5.

Mortality from cancer per 100,000 population aged under 75 reduced to 115.9.

Mortality rates from suicide and undetermined injury reduced to 7.96 per 100,000 population.

**OUTCOME** Improved well-being of Lancashire's older people

**Sub outcome: Lancashire's older people being safe in their own homes**

Reduce the increase in the rate of fractured hips in people aged 65 and over to 1,733 fractures in total per year.

**Sub outcome: Less financial poverty amongst Lancashire's older people**

Increase the number of new awards of attendance allowance, disability allowance, pension credit, housing benefit, council tax benefit and carer's allowance made to people aged over 65 as a result of help provided by Lancashire County Council and District Councils to 6,750.

**Sub-outcome: Lancashire's older people have a greater say in how local services are developed and delivered**  
420 people attending older people's representative bodies such as Older People's Partnership Boards and forums.

**Sub outcome: Better access to services and more local choice for Lancashire's older people**

Number of journeys undertaken by older people using innovative transport schemes via the NowCard increased to 11.5 million.

**OUTCOME** Lancashire people with mental health problems, learning and physical disabilities and sensory impairment are more independent and have a better quality of life

**Sub outcome: Better access to leisure, adult learning, employment and social opportunities for Lancashire's older people and people with disabilities**

Increase the number of leisure and learning sessions undertaken by older people and people with disabilities, sensory impairment and mental health problems.

**Sub outcome: Reduced impact of long term and chronic health conditions**

Number of emergency admissions to hospital of people 65 and over suffering from long term health conditions (diabetes, chronic heart disease, respiratory disease and acute psychosis) per 1,000 population reduced to 43.0.

Number of emergency admissions to hospital of adults under 65 suffering from long term health conditions (diabetes, chronic heart disease, respiratory disease and acute psychosis) per 1,000 population reduced to 6.43.

## Economic Development and Enterprise

**OUTCOME** Increased entrepreneurship & improved access to economic prosperity throughout Lancashire

**Sub-outcome: Improved skill levels amongst people in Lancashire to meet demand from employers**

37,054 adults gaining basic skills qualifications.

12,505 adults (20+) in the workforce achieving a NVQ level 2 qualification or equivalent.

Increase the number of people with NVQ level 4.

*Number of Modern Apprentices in public sector organisations in Lancashire:*

(a) 186 Starts per year;

(b) 439 Completed over the three years to 2009.

Increase the percentage of the black and minority ethnic population in education, training or employment (aged 19+).

Increase the percentage of people with disabilities in education, training or employment (aged 19+).

Increase the percentage of people from most deprived areas in Lancashire in education, training or employment (aged 19+).

**Sub-outcome: Decreased worklessness in Lancashire**

*An extra 480 Lancashire people moving into sustainable employment and ceasing to claim an incapacity benefit or lone parent benefit.*

**Sub-outcome: Increased environmentally, socially and economically sustainable business growth and entrepreneurship in Lancashire**

Increase the number of Lancashire businesses assisted to improve their competitiveness.

*Business Start-up and sustainability:*

a) 2,014 new businesses established.

b) 1,693 of the above sustained for a minimum of 12 months.

**Sub-outcome: Improved access to public transport across Lancashire**

Increase the percentage of people surveyed who believe that access to employment by public transport has improved.

## Lancashire LAA Contacts

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*For more information on the Lancashire Local Area Agreement visit the Lancashire Partnership website at [www.lancashirepartnership.co.uk](http://www.lancashirepartnership.co.uk)*

**(Draft) Recommendations**

R1 That the councils and their partners develop and implement a joint approach to the ECM agenda by March 2007. In particular:

- agree the priorities and outcomes to be achieved at a county-wide level;
- agree the priorities and outcomes to be achieved at a district level;
- agree a joint plan of activity, including the engagement of children and young people, and involvement in Children's Centres and schools; and
- agree management arrangements for sub-regional and county-wide working, including work through the Safeguarding Children Boards.

R2 That all district councils implement a corporate approach to fulfil their statutory duty in the children and young people's strategic agenda by March 2007. Suggestions to achieve this include to::

- identify the lead councillor and officer responsible for taking the Council's approach forward;
- identify the contribution to the ECM agenda currently being made within service delivery;
- identify how local partnership working, in particular the local strategic partnership, will effectively contribute to improved outcomes for children and young people; and
- identify arrangements for learning and support they need from each other, the County Council, and other organisations to take this agenda forward.

R3 That the County Council and partners ensure that there is effective leadership and sufficient capacity devoted to this agenda to enable the working arrangements with all partners to be able to effectively show a clear contribution to the ECM agenda and allow all partners to fulfil their statutory duties, by February 2007. In particular:

- the potential and agreed contribution to be made by each district council to the ECM agenda;
- the potential and agreed contribution to be made by the County Council and other partners; and
- clear liaison arrangements to ensure that district council and other partner enquiries can be effectively addressed at a strategic level.



Lancashire Children  
and Young People's  
Strategic Partnership

# Children's Trust Arrangements in Lancashire

Thinking, planning and acting together.





# F

# oreword

**As part of the Every Child Matters - Change for Children programme on 6th June 2006 the Lancashire Children and Young People's Strategic Partnership (the Strategic Partnership) approved a paper that explained how they were going to work on changing services to children and young people. These are called children's trust arrangements.**

**The Strategic Partnership wants to know what you think of the proposals in this document. The period for the consultation will run from Wednesday 8th November 2006 to Friday 9th February 2007.**

## Why Children's Trust Arrangements?

Following the inquiry into the death of Victoria Climbié conducted by Lord Laming of Tewin the Children Act 2004 was made law. The Act placed a duty to co-operate on the shoulders of Local Authorities, and their partners.

Through the Children Act 2004 it has become no longer acceptable for organisations to continue working separately. They have to work together to make sure that all of Lancashire's children and young people are:

- Staying safe
- Enjoying and achieving
- Healthy
- Contributing positively
- Achieving economic well being

Children's trust arrangements are the way to bring together organisations and professionals so that they can place the needs of children, young people and their families at the centre of what they do. The Strategic Partnership want to do this by 1st January 2008.

We look forward to receiving your views and comments on these proposals. Thank you very much for your interest and for your commitment to partnership work for Lancashire's children and young people.

### **Sue Mulvany**

*Executive Director of Children's Services -  
Lancashire County Council*

*Chair of the Lancashire Children and Young  
People's Strategic Partnership*



# 1

## Introduction

Lancashire's population is complicated and varied. Some of us live in towns and cities whilst some live in the countryside. In that population, there are just over 290,000 children and young people aged 0 – 19 years (Census of Population, 2001).

All of these children will, at various times in their lives, need or choose to be in touch with some of the services available within the county. This ranges from schools, General Practitioners, hospitals and leisure services - through to more targeted services which help with more specific problems.

If 'prevention is better than cure' it makes sense to try to prevent problems arising in the first place. The Government also recognises this and they are asking organisations to work together to **make sure that all children and young people** live well.

This document is not intended to be the whole picture of children's trust arrangements but rather to focus on interagency governance and developing ambitious integrating strategies. The themes of **integrating processes** and **integrating frontline delivery** are being worked on in detail and will have their own consultations in the coming months.

It is intended to create the framework around which the Strategic Partnership can:

- Discover what children and young people need
- Jointly make decisions about resources and how to use them
- Plan and work together to make a difference

A glossary has been provided towards the end of this document to help with a common definition of terms we have used.

# 2

## Purpose of the consultation

Early in 2006 a group from different organisations that work with children and young people came together to discover how to respond to the Children Act 2004. A project board was set up and it is part of the Every Child Matters - Change for Children programme. The project board, with some help from a bigger reference group, has prepared this document to help you to give your views about how children's trust arrangements can be built-up in Lancashire. The purpose of this consultation is to seek as wide a range of views and comments as possible.

The three main areas in this paper are:

1. The strategic and tactical **governance** of a Lancashire children's trust arrangement
2. The strategic and tactical **functions** of locality children's trust arrangements
3. The **principles** and **structures** of commissioning

# 3

## Who are we consulting?

We are inviting views and comments from as wide a range of people as possible. If you work with children, young people and families please share and discuss the proposals with them. Please encourage children and young people and families to respond directly to the consultation, or via someone working with them.





# 4

## Timescale for the consultation

The consultation will take place over a three month period from November 2006 to February 2007 so there should be plenty of time for you to make your response.

The planned timetable for this is shown below:

**Wednesday 8th November 2006:**  
**Consultation document and response form available**

**Closing date for receiving responses**  
**Midnight Friday 9th February 2007**

**By end of February 2007:**  
**Responses drawn together and findings summarised for the**  
**Lancashire Children and Young People's Strategic Partnership**

**By end of March 2007:**  
**Final Report on consultation findings to the**  
**Lancashire Children and Young People's Strategic Partnership**

# 5

## How do I make my response?

A series of questions about the proposals in this document are listed on the consultation response form which is provided with this document.

Ideally, if you could make your response on the form provided (either hard copy or electronically), this will make it a lot easier to put together all the views and comments we receive. A blank copy of the form is available on the county council website:

[www.lancashire.gov.uk/corporate/consultation](http://www.lancashire.gov.uk/corporate/consultation)

If you prefer to send your response by letter or email, then that will be fine. Details of where and how to submit your response are shown at the bottom of the form.

Focus groups are planned throughout the autumn and winter. If you wish to receive a brief presentation please contact:

**Bren Cook • Policy Development Team • Directorate for Children and Young People**  
**PO Box 61 • County Hall • Preston • PR1 8RJ**

[bren.cook@ed.lancscc.gov.uk](mailto:bren.cook@ed.lancscc.gov.uk)

For more information about Every Child Matters and Children's Trusts the Government website address is:

[www.everychildmatters.gov.uk](http://www.everychildmatters.gov.uk)

# 6

## What are children's trust arrangements?

The introduction to this document provides some idea about children's trust arrangements however they do need some further explanation.

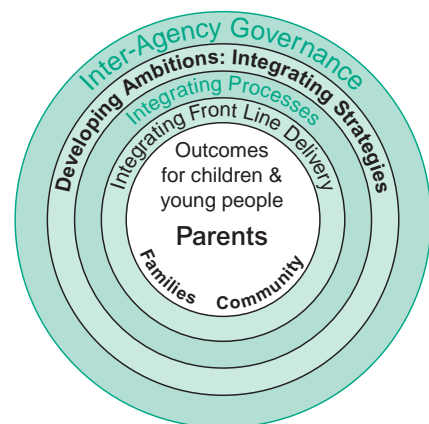
A children's trust arrangement is:

- A way for organisations to improve working together for the benefit of children, young people and their families
- Designed to improve outcomes for children, young people and families and to make a difference for the better
- A system wide change to ensure that organisations are entirely child, young person and family focussed
- Shaped and owned locally to meet local needs and priorities

A children's trust isn't:

- A place
- A new organisation
- A formal trust with trustees
- An 'off the shelf' structure
- More bureaucracy

Children's trust arrangements have four important themes which can be drawn like the layers of an onion with children, young people and families at the centre:



*Ref: Statutory guidance on inter-agency co-operation to improve the wellbeing of children: children's trusts – HM Government*

In the next section of the document we explain **interagency governance** and **developing ambitions-integrating strategies**. We also touch on the other themes, **integrating processes** and **front-line delivery**, though not in the same detail.

# 7

## What is inter-agency governance?

“Inter-agency governance: whilst each partner is responsible for the exercise of its own functions, robust arrangements for inter-agency co-operation are needed to set the framework of accountability for improving and delivering effective services. The cornerstone must be a strong integrated governing board or structure representing all key delivery partners at senior level, determined to drive whole-system change through clear leadership and effective local change programmes;

Effective inter-agency governance at all levels will give partners the confidence and trust to engage in new ways of working, and to share resources across service boundaries. The local authority will need to lead in establishing arrangements that help all public, private, voluntary and community organisations to work together effectively to achieve agreed outcomes. This will require sophisticated leadership of a high order to secure a genuinely joint and outcome focused vision, full engagement of all key partners, and clear lines of accountability.”

*HM Government: Statutory guidance on inter-agency co-operation to improve the wellbeing of children: children's trusts.*

Inter-agency governance and accountability means that **together** all partners in the children's trust arrangements will:

- Plan for everyone across Lancashire
- Involve children, young people and their families in decision making and judging outcomes
- Share out and line up resources
- Share clear and transparent financial management
- Take considered decisions in response to inspections and Annual Performance Assessments
- Take and resolve difficult decisions together; for example where a stakeholder doesn't agree or services may need to be altered or stopped
- Set and review how well services perform together
- Agree how staff, at all levels, work together
- Jointly plan, organise and pay for services
- Join up how staff are organised to work together
- Join up communication, assessment and systems

*(Adapted from John Sherridan - DFES)*

<http://www.everychildmatters.gov.uk/resources-and-practice/search/IG00019/>

# 8

## Who are the 'partners'?

In July 2004 the Lancashire Children and Young People's Strategic Partnership was set up. The Strategic Partnership was to be a 'daughter partnership' to the Lancashire Partnership. It was given the job of being the main group for matters to do with children and young people.

The organisations that have to work together are:

County Council  
NHS North West – The Strategic Health Authority  
Primary Care Trusts  
District Councils  
Police and Police Authorities  
National Offender Management Service (NOMs) – Probation Service  
Agencies responsible for providing services under section 114 of the Learning & Skills Act 2000 – The Connexions Service, Learning and Skills Council  
Fire and Rescue Service  
Schools  
FE colleges  
Lancashire Children's Fund  
The voluntary, community and faith sectors  
The private and independent sector.

Children, young people and their carers are to be involved at all levels of the work of the partners.

Undoubtedly the contribution that partners make will be unique although the main roles can be described as:

- **Joint funders** – Organisations that contribute financially to the provision of children and young people's services
- **Joint Commissioners** – The strategic and tactical planners and procurers of activity to create better outcomes
- **Providers** – The network of organisations that directly deliver services to children and young people
- **Beneficiaries** – The children, young people and families that have a key role to play in shaping the services they need

Central to any children's trust arrangement is **improving outcomes for children and young people**. All partners will be expected to hold this core principle when improving joint working.

# 9

## What is Developing Ambitions - integrating strategy?

*Integrated strategy (joint planning and commissioning):* joint assessment of local needs; the identification of all available resources; integrated planning to prioritise action and a move towards preventative services; and joint commissioning of services from a range of providers, supported appropriately by shared resources and pooled budgets. Voluntary and community organisations, and other providers, should be able to contribute to planning and commissioning services on an equal footing with other partners;

Effective joint planning and commissioning necessitates new partnerships, redistribution of power towards the user, strategic understanding of how all the outcomes in the local area are met, and a more commercially minded approach to procurement- all focused on the child and young person

*HM Government: Statutory guidance on inter-agency co-operation to improve the wellbeing of children: children's trusts.*

Developing ambitions – integrating strategy means the partners planning together to meet the needs of children and young people. It also means that once agreed, partners have to carry out the plans by reorganising or buying services. An important way to carry this out is a process called 'joint planning and commissioning'. What this specifically means is explained below in section 10.

The principles that organisations need to do this are:

- Joint planning and commissioning will be local and based on the need of communities and individuals
- Joint planning and commissioning will be child, young person centred
- Joint planning and commissioning will be independent of the preferences of the people that provide services
- Partners will share their resources and line them up to get value for money
- More resources will be spent on preventing poor outcomes
- Risk will be shared by partners
- These things will be done within the legal rules that govern public organisations e.g. European Union Directives
- Contestability will be used to improve the quality of services



## 10

## What is joint planning and commissioning?

In its simplest form commissioning means:

1. Planning based on needs of children and young people
2. Reconfiguring, procuring or purchasing activity to deliver outcomes
3. Monitoring quality
4. Evaluating

Joint planning and commissioning as part of the children's trust arrangement is more than buying or contracting services although they are important. Commissioning makes organisations take a step back and continually take stock of the needs of the community before deciding how best to meet them. This will mean more creative use of existing services working together in new ways or it may require the alteration or stopping of services to make way for new ones that do more of what is needed. Joint planning and commissioning are tools that are used to make sure that services effectively meet the needs of the children and young people of Lancashire and the processes are flexible enough to respond to changes and discover un-met needs.

To get the best outcomes and activities that make a difference, it is important to be clear at what level in the decision making of the children's trust arrangements joint planning and commissioning would take place. We need to have ways of deciding the best way of getting the most out of being a big county-wide partnership that works with people locally.

One way of making a decision where services are commissioned could be:



This means that services with a high cost but a low occurrence (e.g. specialist health services, residential care for looked after children) could be met through planning and commissioning at a county-wide (or wider) level. Low cost/ high occurrence services (e.g. health visiting, children's centres) could be planned and commissioned at a more local level.

## Appendix C

Three possible types of joint planning and commissioning arrangements could be delivered:

1. **Joint or collaborative commissioning:** Through compacts or service level agreements the Strategic Partnership secures the services at the right level. This will mean joint funding using existing resources in different 'joined up' ways.
2. **Lead commissioning:** This means one organisation acts on behalf of the Strategic Partnership to secure services.
3. **A formal consortium:** an organisational entity is created to commission on behalf of a group of organisations and is funded by them

All of these options will need, to some degree or other, a separation of the commissioning role from the provider role. This may provide a challenge to those organisations that currently act as both.

# 11

## How can we create meaningful joint governance and integrate strategies across Lancashire?

To make sense of such a socially complex place as Lancashire it is proposed that we create three levels of governance and strategic arrangements.

- **Strategic** – county wide or wider (e.g. North West, UK)
- **Tactical** – sub-county wide
- **Operational** – neighbourhood/individual

We would like your views on these proposals.

### 11.1 What do these levels mean?

#### i Strategic

The Strategic Partnership is an existing group that thinks long term and right across Lancashire's services for children and young people. Developing work with key partners has already gone a long way to becoming the strategic joint governance part of children's trust arrangements. Some of the strategic functions that are currently being carried out in lots of organisations, e.g. strategic planning, commissioning, policy development and monitoring, have yet to move under the governance of a single trust arrangement to avoid duplication and improve efficiency. This body would commission the work at the tactical level, which is described next. Partner organisations would be ultimately accountable to their existing governance arrangements. It is worth noting that the Children Act 2004 (s18/19) defines the roles and responsibilities of the Executive Director for Children's Services and the Lead Member of the County Council including the overall responsibility for the safeguarding of children and young people. Risk management and target sharing will be co-ordinated at this level.

### ii Tactical

Tactical arrangements will need to respond to strategic planning and commissioning. They will need to be organised and accountable at a local level in order to respond better to local needs and trends. This level of children's trust arrangements would have to be flexible and have clear powers of decision making to be truly effective. Local children, young people and families can play a full part in improving outcomes. Tactical trust arrangements would be expected to involve them in decision making. A larger proportion of resources, and decision making would be devolved to this level. The tactical level would be accountable for its performance to the strategic body and would plan and commission services to meet outcomes operationally 'on the ground'.

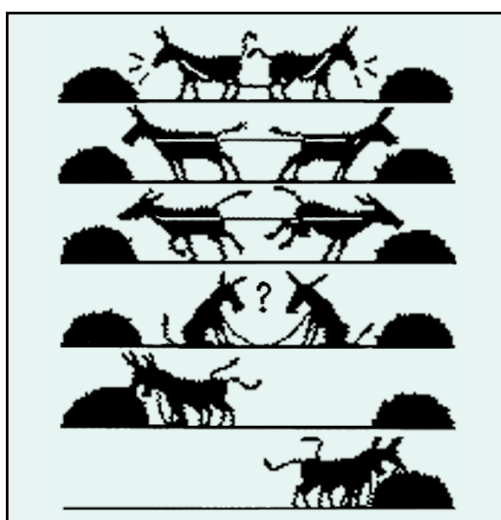
### iii Operational

This is about the joining up and co-locating of front-line workers. This level of the children's trust arrangements would represent the 'provider network' being made up of existing and new services. Whilst there are issues of professional and clinical supervision, new ways of working and organising the workforce will need to be developed to bring professionals together to develop better outcomes at a neighbourhood or an individual level. New access points to services will need to be created and managed jointly. The bedrock of this level is the use of the common assessment framework which assures universal access to a wide range of services (e.g. extended service schools, practiced based commissioning for GPs, Children's Centres, Youth Matters-Integrated Youth Support Service).

## 11.2 Managing the relationships between the proposed levels

An important feature of Every Child Matters is the bringing together of formerly separate children and young people's organisations to improve the Every Child Matters five outcomes.

This means co-operation on a level not previously achieved across the whole of Lancashire and at all levels. The benefits of better communication and resource sharing are clear to most. The drawing below perfectly illustrates the effect of co-operation and working towards win-win solutions.



Traditionally the delivery of services to children and young people has largely been within single organisations with 'top-down' funding responding to 'command and control' ways of operating. Every Child Matters requires a different model based entirely upon the needs of children and

young people with organisations making flexible responses. This can be very challenging for public service organisations or organisations commissioning and planning public services.

An important element in considering which the most appropriate arrangements are is that of inspections and reviews. Government inspections and joint area reviews are focussing upon outcomes. They look at the services from the 'outside-in'. Logically this means placing decision making and accountability as near to children, young people and their families as possible. Again this may be challenging for public service organisations.

Whatever the level of trust arrangements the common features of how they are governed will be:

- Children and young people at the centre of commissioning
- Accountability
- Transparency
- Stakeholder contribution especially children and young people
- Comprehensive and local needs analysis framework

# 12

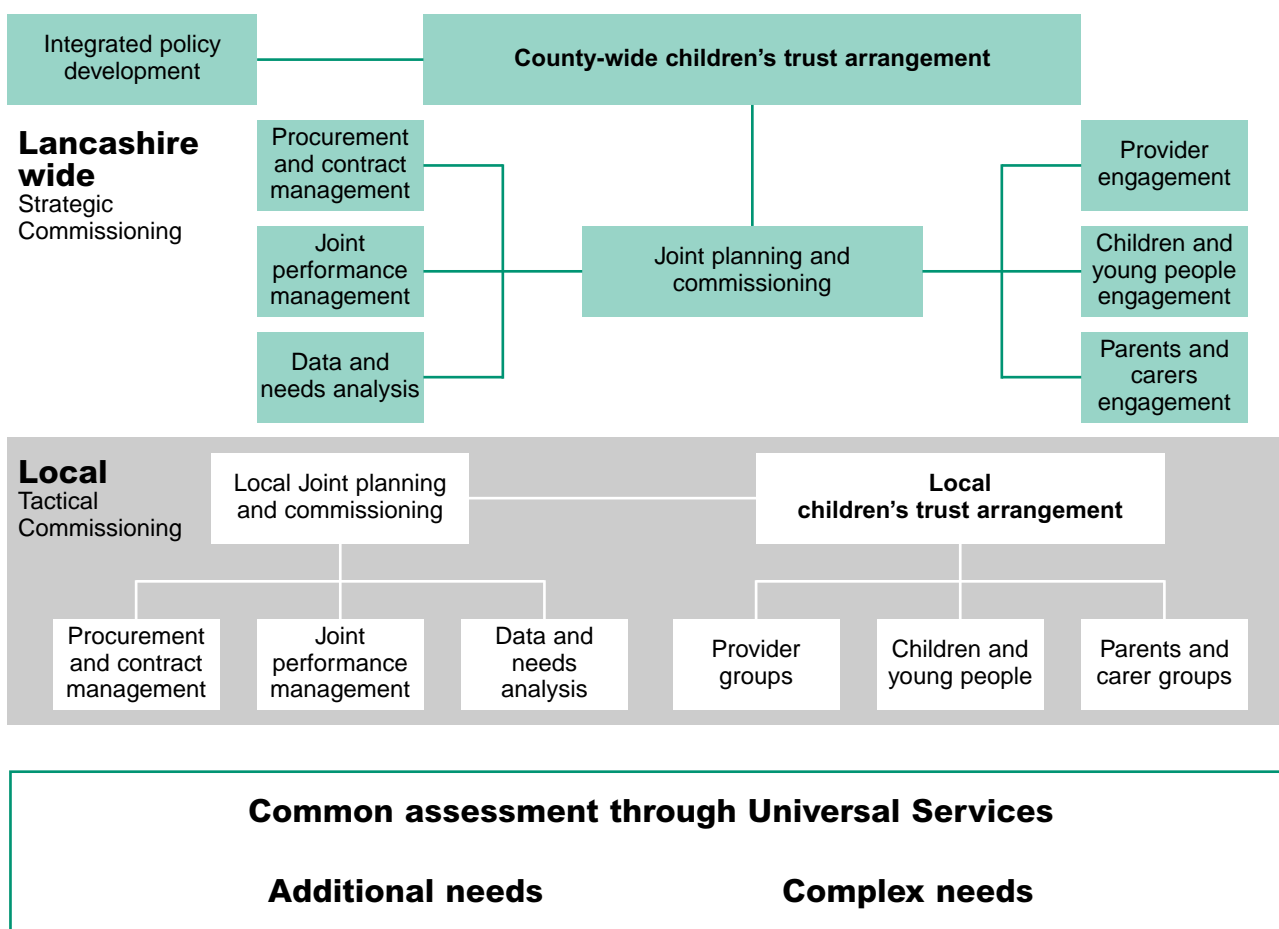
## New shared functions and structures

Children's trust arrangements will need new structures in place to make things happen. It is vital that the 'form' structures take follow on from their 'functions' which include:

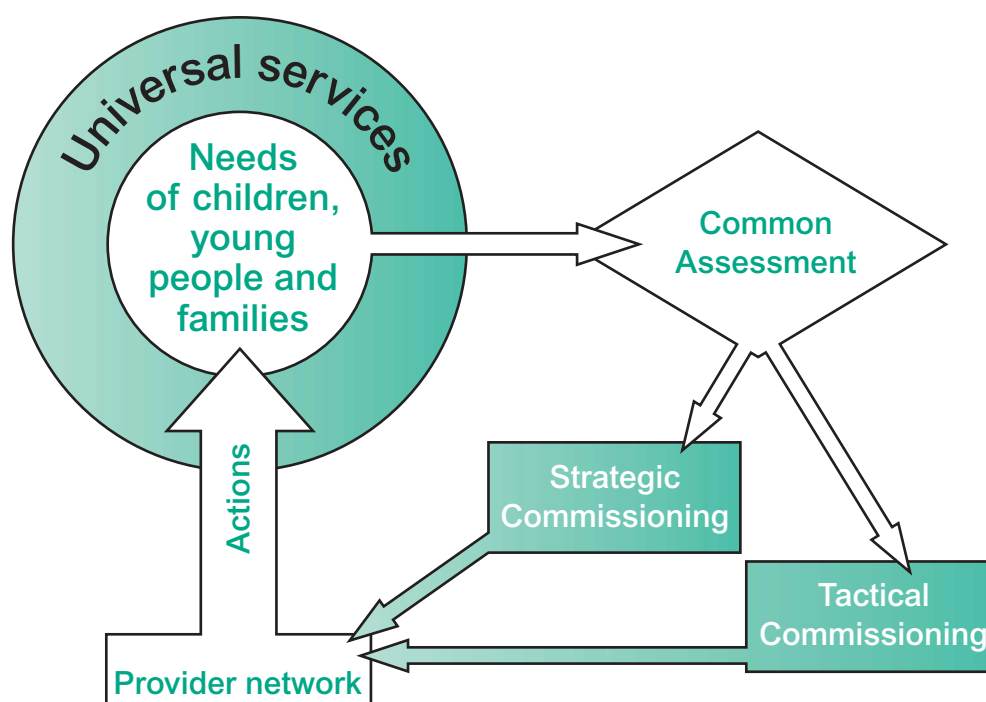
- **Joint accountability** – moving away from separate organisations being responsible for delivering separate services towards partners sharing the responsibility, risks and targets together
- **Joint planning and commissioning** – securing better outcomes through analysing need, developing appropriate responses, getting effective services and evaluating
- **Children, young people and families' involvement** – institutions can get positive change by listening to the people that receive services and acting upon their views
- **Shared data analysis** – moving away from organisations separately collecting vast amounts of data towards bringing knowledge together in forms that are useful in making accurate decisions
- **Shared policy development** – Partners bringing together their policies and strategies
- **Joint performance management** – Partners working together to decide what activity needs measuring and monitoring
- **Joint information sharing and assessment** – working out new ways of sharing information across professions and organisations, with agreement from children, young people and families. Developing a common assessment that all professionals would recognise and use
- **Joint front line delivery** – professionals from partner organisations working together often in the same building or neighbourhood, responding to need and common assessment

## Appendix C

These functions will need to be arranged in a way that is based on a common assessment framework that creates a pathway to the right response to generate the right outcome.



These functions could possibly be arranged into a pathway based upon a common assessment framework. Such a pathway is illustrated below



All the structures needed to deliver the ECM five outcomes need to be:

- Child and young person-centred
- Unified or joined up
- Local
- Fit for purpose
- Committed to getting better outcomes
- Accountable
- Transparent
- Jointly planned and commissioned
- Coherent
- Ethical
- Committed to raising quality
- Preventative
- Timely and responsive to complex needs

It is recommended by the evaluation of the pilot children's trusts that a joint commissioning unit is crucial to the success of children's trust arrangements. Further work will have to be done around tactical commissioning depending on the outcome of this consultation.

# 13 Integrating processes and frontline delivery – new ways of working for better outcomes

This consultation document does not deal in detail with the **integrated processes** or **front line delivery** elements of children's trust arrangements. Work is currently underway to look specifically at those aspects of 'the onion diagram'. There will be opportunities to comment on this work in future consultations. These examples are included in this document to give an idea about existing, developing or new ways of working that fit in with the principles of children's trust arrangements.

Examples	Note
<b>Children and Young People's Strategic Partnership</b>	High order strategic partnership leading joint working across all sectors to improve outcomes for children and young people.
<b>Youth Matters - Integrated Youth Support Service</b>	A radical reshaping of the provision to young people including access to: things to do, places to go and someone to talk to; Information, advice and guidance; making a positive contribution and opportunities for all young people to achieve.
<b>Information sharing and assessment</b>	Developing new ways of organisations sharing information and communicating need so no one should 'fall through the net'.
<b>Extended Service Schools</b>	Schools acting as a hub for additional services to local communities outside of their core functions.
<b>Children's Centres/Sure Start</b>	Multi-disciplinary centres meeting the needs of children and families.
<b>Lancashire Children's Fund</b>	A partnership that aims to identify at an early stage children and young people at risk of social exclusion, and make sure they receive the help and support they need to achieve their potential.
<b>Youth Offending Teams</b>	Multi-disciplinary teams working with young offenders to reduce recidivism and the impact of offending.

Examples	Note
<b>Local Strategic Partnerships (LSP)</b>	Locality partnerships focusing on improving services and quality of life issues for district council populations.
<b>Local Area Agreements</b>	The sharing of targets, resources and action at a LSP level.
<b>Joint county wide CAHMS strategy</b>	Shared strategy across a wide partnership including Health and Local Authorities.
<b>Joint Area Review (JAR)</b>	A broad based inspection of services focussing on outcomes actively involving children, young people and families and seeking their views. The Lancashire JAR is due in 2008.
<b>Workforce reform and joint learning</b>	A way of reshaping the children and young people's workforce. Organised around common core skills, workforce reform will develop ways of reducing the barriers to joint co-located multi agency teams.
<b>Lancashire and Local Safeguarding Boards</b>	High order partnership that makes sure partners work together to safeguard children and young people in all aspects of their work, across the whole range of services.
<b>Multi agency co-located teams</b>	A joined up 'salad bowl' approach to improving outcomes. As in a salad it is important that the contributing elements remain distinct and unique and yet by being together in one 'bowl' their combination creates something more than the single elements would ever do.
<b>Commissioning for individuals - A needs panel approach</b>	Commissioning individual multi-agency interventions through the use of panels based on common assessments.
<b>Schools and General Practitioners as commissioners</b>	Increasingly schools and GPs are being asked by the government to act as commissioners of services for the population that they serve.
<b>Commissioning and de-commissioning</b>	The design and redesign of resources to improve better outcomes based on joint needs analysis, joint planning, joint procurement and evaluation.
<b>Inclusive provider network</b>	Developing a provider market that actively involves the voluntary, community and faith sector, and the private sector.
<b>Emerging policy directions</b>	Emerging policy direction includes <ul style="list-style-type: none"> <li>● Personalisation of services</li> <li>● Double devolution</li> <li>● Increasing electronic access to services</li> <li>● Commercial approach to procurement</li> <li>● Improved local accountability</li> </ul>
<b>A wider use of Service Level Agreements</b>	Developing clearer ways of describing and agreeing services across the children and young people sector.
<b>Results based accountability</b>	A methodology for delivering locally agreed priorities in a partnership context and jointly providing outcomes.
<b>Service Hubs</b>	Clusters or communities of services focussing on a neighbourhood, ward or parish council area. They could include schools, GPs, children's centres, children's health services; integrated youth support services, VCFS services and others. A collaborative way of integrating front-line delivery.
<b>Joint investment</b>	Developing new ways of using financial planning to jointly create a CTA infrastructure.

# 14

## Next steps

Every Child Matters - change for children is a reform on an enormous scale. It fundamentally alters the way that public services are asked to engage in communities and create better outcomes for, and with them. All change of this nature takes time to do well. The timescale for this consultation and making children's trust arrangements a reality in Lancashire is:

November 06	February 07	March 07	January 08	May 2008	2008 - 2018
Consultation on inter-agency governance and developing ambition-integrating strategy	Consultation ends and a report of the findings written  Options planning begins	Final report presented to the Strategic Partnership  Planning and implementation begins	Children's trust arrangements begin	Joint Area Review inspection in Lancashire	Embedding, evaluating and continually improving outcomes in Lancashire

In conclusion this consultation is asking you to consider three main questions about the themes described in the document:

1. Are the **principles** for joint planning and commissioning the right ones for getting better outcomes?
2. Are the **functions** for locality children's trust arrangements the right ones for getting better outcomes?
3. Is the way **governance** is described the right way to make sure that the partners with a duty to co-operate can take the right decisions and be held accountable for them?

Please use the accompanying response form and return it to:

**CTA Consultation • Gill Milward • Policy Officer**  
**Policy Unit • PO Box 78 • County Hall • Preston • PR1 8XJ**

or

**online: [www.lancashire.gov.uk/corporate/consultation](http://www.lancashire.gov.uk/corporate/consultation)**



# Glossary



### Annual Performance Assessment

On behalf of the Government the Annual Performance Assessment will assess a council's specific contributions to improving outcomes for children and young people, through the development of children's services in the local area.

### Commissioning

A simple definition would be that commissioning is the process of arranging for appropriate services to be provided to a group or to an individual. However, while this definition will cover most cases, the processes involved are inevitably complex, involving a series of sophisticated judgements particularly when meeting the needs of a sizeable local population.

So a more rounded definition might be that commissioning is the systematic process of specifying, securing and monitoring services to meet identified and prioritised needs, including both immediate and anticipated needs.

An important distinction to bear in mind, however, is that within the health service, the term 'commissioning' is more commonly used at a strategic level, to refer to the process by which primary care trusts and strategic health authorities, for example, commission services for a large population: Across local authorities, on the other hand, the term tends to be used rather more widely, to include also services commissioned for an individual, as well as larger groups or local populations.

**Joint commissioning** is when two or more agencies work together to commission services for agreed strategic purposes; usually includes pooling of financial resources.

While joint commissioning is not a new idea (or practice), the Children Act 2004 (section 10) for the first time places a duty on local authorities and other key agencies to co-operate to improve the well-being of children and young people. This will involve joint commissioning.

Statutory guidance issued under the Act indicates that joint commissioning will involve partner agencies as members of a children's trust commissioning board, collectively considering:

- how services can be specified to address identified needs most effectively in an outcome-focused way
- how best to allocate and utilise collective resources of all kinds in order to secure those services
- and what agreements, contracts and monitoring arrangements need to be put in place in order to ensure effective delivery and influence future planning activity.

### Compact

A semi-formal agreement between separate organisations to work together on a common project. This agreement includes the rules of joint working and can be quite specific and detailed.

### Functions

What something does; its main use.

### Governance

The use of structures of authority and collaboration to allocate resources and co-ordinate activity to create better outcomes for children, young people and families.

### Joined up

A jargon phrase that describes how organisations that traditionally haven't worked together are beginning to use common processes, resources, staff, and policy.

### Lancashire Children and Young People's Strategic Partnership

Established in 2004 as a 'daughter' partnership of the Lancashire Partnership this multi agency group is a county wide focus point for the bringing together of the organisations that are responsible for children and young peoples services.

### Outcome

Outcomes is a familiar term that has been used by children's practitioners and researchers for many years to refer to the identifiable impact (positive or negative) of interventions, programmes or services - or of the failure to implement appropriate interventions, programmes or services.

Outcomes may be client or child-specific, such as the improved learning attainments of a particular child; or they may be more systemic, such as reducing rates of teenage pregnancy across a defined population, for example. However, outcomes also now refer to a crucial element of government policy for children.

Every Child Matters, identified five key outcomes (or universal ambitions) that underpin the government's programme to improve the lives of all children. The aim is to narrow the gap between those children who do well and those who do not.

The five outcomes have been incorporated in the Children Act 2004 (section 10), which places a duty on agencies to co-operate to promote the well-being of children relating to all five outcomes. Every child, whatever their background or circumstances, should have the support they need to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution to society
- Achieve economic well-being

The five outcomes were drawn up following consultation with children, young people and their families.

The government has also drawn up an Outcomes Framework which sets out what the five outcomes will mean in practice.

### Principles

A fundamental statement of a duty or a rule.

### Procurement

The process of specifying, purchasing, contracting and evaluating activity. It can also mean 'getting hold of' services to share resource, staff and time in new ways.

### Service level agreements

A formal agreement to buy and provide a clearly defined service.

## Appendix C

### Stakeholders

Anyone that has an interest in improving the outcomes for children and young people.

### Strategic

A **strategy** is a long term plan of action designed to achieve a particular goal. In this case strategic means county wide and medium to long term.

### Structures

The way that organisations are divided up into their functions so that they can do what they are meant to do. Structures mean the groups of people in an organisation and how they communicate/relate with each other.

### Tactical

Immediate actions with resources at hand to create outcomes for children, young people and their families

### Transparency

Accountability and openness. Telling people why, what, when, where and who.

### Trends

A way at looking at data over time. Trends help to discover if problems are getting worse or better.

### VCFS

The Voluntary, Community and Faith Sector – a complex group of organisations that are not statutory and provide many services to children, young people and families in Lancashire e.g. NCH, Barnardos, YMCA, Scouts and Guides, Faith Forums etc.

### Un-met Need

Through becoming better at assessing need children's trust arrangements will be able to also assess the gaps in services.

### Win-Win

A way of making sure that two or more stakeholders co-operate to come out with a solution that meets both of their needs.



Every Child Matters  
in Lancashire

This consultation document can be made available in larger print and can also be provided in a range of other languages. See contact details on the response form for help with any of these.

GUJARATI

મસલત કરવાનો આ દસ્તાવેજ મોટી છાપમાં પણ ઉપલબ્ધ થઈ શકે છે અને તે વિવિધ પ્રકારની બીજી ભાષાઓમાં પણ પૂરો પાડી શકાય છે. જો તમને આના માટે કોઈ મદદ જોઈતી હોય તો પ્રતિયુક્તર આપવાના ફોર્મ ઉપર સંપર્ક સાધવાની વિગત જોશો.

PUNJABI

ਇਹ ਵਿਚਾਰ-ਵਟਾਂਦਰੇ ਲਈ ਦਸਤਾਵੇਜ਼ ਵੱਡੇ ਅੱਖਰਾਂ ਅਤੇ ਕਈ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਦਿਤਾ ਜਾ ਸਕਦਾ ਹੈ। ਇਨ੍ਹਾਂ ਵਿਚੋਂ ਕਿਸੇ ਵਿਚ ਮਦਦ ਕਰਨ ਲਈ ਜਵਾਬ ਦੇਣ ਵਾਲੇ ਫਾਰਮ ਵਿਚ ਸੰਪਰਕ ਕਰਨ ਦਾ ਵੇਰਵਾ ਦੇਖੋ।

URDU

یہ مشاورتی دستاویز بڑی چھپائی اور مختلف زبانوں میں بھی فراہم کی جاسکتی ہے۔ اس سلسلہ میں مدد کیلئے براہ مہربانی جوابی فارم پر رابطہ کیلئے دی گئی تفصیلات ملاحظہ کریں۔

BANGLA

এই শলা-পরামর্শ দলিল বড় অক্ষরে এবং বিভিন্ন ভাষায় সরবরাহ করা যেতে পারে। এর কোন ব্যাপারে সাহায্যের জন্য উত্তর পাঠানোর ফর্মে উল্লেখিত যোগাযোগের বিস্তারিত বিবরণ দেখুন।

CANTONESE

這份諮詢文件是可以將字放大，方便閱讀，並且提供其它各種語言。請閱讀回應表格中的輔助詳情，怎樣去接觸。



# Children's Trust Arrangements in Lancashire

Thinking, planning and acting together

## Response Form

### Introduction

An ancient Chinese proverb says that "the beginning of all learning is a question". The Lancashire Children and Young People's Strategic Partnership (the Strategic Partnership) is seeking to learn about the best way to move forward towards children's trust arrangements. The consultation is being co-ordinated by Lancashire County Council on behalf of the Strategic Partnership.

This consultation seeks to:

1. Ask the key questions about children's trust arrangements.
2. Actively involve the children, young people and families of Lancashire.
3. Actively involve partners, managers and frontline workers.
4. Use what you tell us to make sure that we can develop the right arrangements for creating wellbeing for all of Lancashire's children and young people

The consultation will take place over a three month period from November 2006 to February 2007 so there should be plenty of time for you to make your response.

The planned timetable for this is shown below:

Week starting Wednesday 8th November 2006:	Consultation document and response form is available.
Closing date for receiving responses:	Midnight Friday 9th February 2007
By end of February 2007:	Responses drawn together and findings summarised for the Lancashire Children and Young People's Strategic Partnership
By end of March 2007:	Final Report on consultation findings goes to the Strategic Partnership



## Appendix D

Ideally, if you could make your response on the form provided (either hard copy or electronically), this will make it a lot easier to put together all the views and comments we receive. The Consultation Document and a blank copy of the form are available on the county council website: <http://www.lancashire.gov.uk/corporate/consultation> if you prefer to send your response by letter or email, then that will be fine. Details of where and how to submit your response are shown at the bottom of this response form.

If you wish to receive a brief presentation on the consultation please contact:

**Bren Cook • Policy Development Team • Directorate for Children and Young People  
PO Box 61 • County Hall • Preston • PR1 8RJ**

[bren.cook@ed.lancscc.gov.uk](mailto:bren.cook@ed.lancscc.gov.uk)

# 1

## **Are the *principles* for joint planning and commissioning the right ones for getting better outcomes?** (For more detail read Consultation Document sections 9 and 10)

The principles that describe joint planning and commissioning are:

- Joint planning and commissioning will be local and based on the need of communities and individuals.
- Joint planning and commissioning will be child and young person centred.
- Joint planning and commissioning will be independent of the preferences of the people that provide services.
- Partners will share their resources and line them up to get value for money.
- More resources will be spent on the preventing poor outcomes.
- Risk will be shared by partners.
- These things will be done within the legal rules that govern public organisations.
- Contestability will be used to improve the quality of services.

### 1.1 Do you agree with the principles that will guide planning and commissioning?

Yes ☐ No ☐ Don't know ☐

Are there other principles or issues that we should consider?

## 2 Are the *functions* for children's trust arrangements the right ones for getting better outcomes? (For more detail read the Consultation Document section 6 and 12)

The functions of a children's trust arrangement in Lancashire would be:

- Joint accountability
- Joint planning and commissioning
- Children, young people and families engagement
- Shared data analysis
- Shared policy development
- Joint performance management
- Joint information sharing and assessment
- Joint front line delivery.

### 2.1 Are there any functions missing from the list?

Yes ☐ No ☐ Don't know ☐

Are there other functions or issues that we should consider?

### 2.2 Which of the following types of commissioning would work best in Lancashire?

1. **Joint or collaborative commissioning:** Through compacts or service level agreements the Strategic Partnership secures the services at the right level. This will mean joint funding using existing resources in different 'joined up' ways.
2. **Lead commissioning:** This means one organisation acts on behalf of the partnership to secure services.
3. **A formal consortium:** an organisational entity is created to commission on behalf of a group of organisations and is funded by them



## Appendix D

*Please tick*

1. ☐                      2. ☐                      3. ☐

Have you any suggestions for other options?

**2.3** All of these options will need, to some degree or other, a separation of the commissioning role from the provider role. Have you any views about which services should be commissioned rather than directly provided?

**2.3** Are the strategic, tactical and operational levels the best way of shaping commissioning in a large county such as Lancashire?

Yes ☐                      No ☐                      Don't know ☐

Are there any other ways of shaping commissioning that we should consider?

- 2.4** It is proposed that there would be a strategic Joint Commissioning Unit and a number of tactical Joint Commissioning Units within Lancashire children's trust arrangements.

Do you agree with the proposal?

Yes ☐ No ☐ Don't know ☐

Have you any other options that we should consider?

### **3** Is the way *governance* described the right way to make sure that the partners with a duty to co-operate can take the right decisions and be held accountable for them? (For more detail read the consultation document sections 7, 8, and 11)

Lancashire is a large and varied county. The communities of Lancashire reflect that variety too. The Strategic Partnership want to develop a set of arrangements that will help to create new structures that will make it easier to assess need, engage children, young people and families, commission, evaluate and account.

- 3.1** Which of the options shown below would you choose to form the best governance arrangements for Lancashire's children's trust arrangements?

## Option A: Lancashire County Council Locality Footprints

- Burnley, Pendle, Rossendale
- Hyndburn, Ribble Valley
- Lancaster, Fylde, Wyre
- Preston
- South Ribble, Chorley, West Lincs

County-wide

Locality

Locality

Locality

Locality

Locality

## Option B: Primary Care Trust Footprints

- North Lancashire – Lancaster, Fylde, Wyre
- East Lancashire – Ribble Valley, Burnley, Hyndburn, Pendle, Rossendale
- Central Lancashire – Preston, South Ribble, Chorley, West Lincs

County-wide

Locality

Locality

Locality

Please tick      A ☐      B ☐      none of the above ☐

Are there any other options that you would like to put forward?

## Appendix D

**3.2** Do you think that the Lancashire Children and Young People's Strategic Partnership should become the county-wide group within the children's trust arrangement?

Yes ☐

No ☐

Don't know ☐

Are there any other things that we should consider?

**3.3** Do you have any views about the relationship between children's trust arrangements and other local developments such as Lancashire Area Agreements, Lancashire Local and Local Strategic Partnerships?

Yes ☐

No ☐

Don't know ☐

Please outline your views below

## Appendix D

### 3.4 Are the roles of partners described accurately?

- Joint funders
- Commissioners
- Providers
- Beneficiaries

Yes

☐

No

☐

Don't know

☐

Please make comments below

## 4

### ***Please Complete***

Name

Address

Email address (if applicable)

## 5

### ***(Please tick one box only)***

Are you responding as?

An organisation ☐ (go to question 6)

an individual ☐ (Go to question 7)

## 6

### **If you are responding on behalf of organisation please state which one?**

## 6a If you are responding on behalf of a team within that organisation please state which one?

## 7 (Please tick one box only) would you describe yourself?

- A child or young person? ☐
- A parent or carer? ☐
- An elected member of a District Council? ☐
- An elected member of the County Council? ☐
- A member of a voluntary, community or faith organisation? ☐
- A member of Lancashire County Council staff? ☐
- A member of NHS staff? ☐
- A member of Lancashire Constabulary? ☐
- A member of a District Council staff? ☐
- A member of a School staff ☐
- A School Governor? ☐
- A member of a Sure Start/Children's Centre staff ☐
- A member of the National Offenders Management Services ☐
- A member of a FE/HE provider? ☐
- A member of the private sector? ☐
- A member Fire and Rescue Service ☐

Other (please give details below)

## 8

### Where is your organisation based?

## 9

### In which area does your organisation work? (Please tick as appropriate)

- National ☐
- Regional wide ☐
- County wide ☐
- Chorley ☐
- Hyndburn ☐
- Preston ☐
- Ribble Valley ☐
- South Ribble ☐
- West Lancashire ☐
- Burnley ☐
- Fylde ☐
- Lancaster ☐
- Wyre ☐
- Pendle ☐
- Rossendale ☐

# 10

**It would help us if you could take a little time to tell us how you have heard about this publication?**  
*(Please tick appropriate boxes)*

☐

Formal structures

☐

Word of mouth

☐

ECM updates

☐

ECM Website

☐

LCC consultation website

☐

Group or organisation

☐

Other (please specify)

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**CTA Consultation • Gill Milward • Policy Officer  
Policy Unit • PO Box 78 • County Hall • Preston • PR1 8XJ**





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GUJARATI

મસલત કરવાનો આ દસ્તાવેજ મોટી છાપમાં પણ ઉપલબ્ધ થઈ શકે છે અને તે વિવિધ પ્રકારની બીજી ભાષાઓમાં પણ પૂરો પાડી શકાય છે. જો તમને આના માટે કોઈ મદદ જોઈતી હોય તો પ્રતિયુક્તર આપવાના ફોર્મ ઉપર સંપર્ક સાધવાની વિગત જોશો.

PUNJABI

ਇਹ ਵਿਚਾਰ-ਵਟਾਂਦਰੇ ਲਈ ਦਸਤਾਵੇਜ਼ ਵੱਡੇ ਅੱਖਰਾਂ ਅਤੇ ਕਈ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਦਿਤਾ ਜਾ ਸਕਦਾ ਹੈ। ਇਨ੍ਹਾਂ ਵਿਚੋਂ ਕਿਸੇ ਵਿਚ ਮਦਦ ਕਰਨ ਲਈ ਜਵਾਬ ਦੇਣ ਵਾਲੇ ਫਾਰਮ ਵਿਚ ਸੰਪਰਕ ਕਰਨ ਦਾ ਵੇਰਵਾ ਦੇਖੋ।

URDU

یہ مشاورتی دستاویز بڑی چھپائی اور مختلف زبانوں میں بھی فراہم کی جاسکتی ہے۔ اس سلسلہ میں مدد کیلئے براہ مہربانی جوابی فارم پر رابطہ کیلئے دی گئی تفصیلات ملاحظہ کریں۔

BANGLA

এই শলা-পরামর্শ দলিল বড় অক্ষরে এবং বিভিন্ন ভাষায় সরবরাহ করা যেতে পারে। এর কোন ব্যাপারে সাহায্যের জন্য উত্তর পাঠানোর ফর্মে উল্লেখিত যোগাযোগের বিস্তারিত বিবরণ দেখুন।

CANTONESE

這份諮詢文件是可以將字放大，方便閱讀，  
並且提供其它各種語言，請閱讀回應表格  
中的輔助詳情，怎樣去接觸。

## Cabinet



Date	Wednesday 15 November 2006
Venue	Town Hall, St Annes
Committee members	John Coombes (Leader of the Council)  Tim Ashton, Susan Fazackerley, Patricia Fieldhouse, Albert Pounder, Simon Renwick, Paul Rigby, Roger Small
Other Councillors	John Bennett, Maxine Chew, Kiran Mulholland, Linda Nulty, Raymond Norsworthy, Elizabeth Oades, Barbara Pagett, Dawn Prestwich, Fabian Wilson.
Officers	Philip Woodward, Dave Joy, Paul Norris, Allan Oldfield, Paul Walker, Brian White, Andy Cain, Stuart Handley, Peter Welsh,

### 1. Declarations of interest

Members were reminded that any personal/prejudicial interests should be declared as required by the Council's Code of Conduct adopted in accordance with the Local Government Act 2000.

### 2. Confirmation of minutes

RESOLVED: To approve the minutes of the Cabinet meeting held on 13 September 2006 as a correct record for signature by the chairman.

### 3. Special urgency (Rule 16 Procedure Rules) Urgent business Cabinet procedure rules - Northwest Climate Change Charter

The Chairman reported that the following item had been received after the publication of the Agenda and it was agreed that the report should be considered by the Cabinet as a matter of urgency, in accordance with Section 100 of the Local Government 1972 (as amended) by reason of the need to seek an early decision thereon.

Councillor Timothy Ashton, Cabinet Portfolio for Streetscene reported that a request had been received from the North West Development Agency (NDWA), via its sponsored organisation, Sustainability Northwest, for public and private sector organisations to commit themselves to the principles of Climate Change Charter.

Sustainability Northwest (SNW) was an independent charitable organisation, supported by the NDWA and private companies working in the northwest, which advocated and promoted sustainable solutions to issues of social concern such as renewable energy, transport, regeneration, climate change and waste.

In the advent of the recently published Stern Report and the publication of the NWDA's Climate Change Action Plan, SNW has invited stakeholder organisations in the northwest to sign-up to the Northwest Climate Change Charter.

The philosophy of the Charter was very much in keeping with the Council's current priorities and actions as indicated in:

- The 2006/07 Corporate Plan, which includes a proposal to produce a comprehensive energy conservation strategy for the Borough;
- The Action Plan of the Environmental Enhancement Working Group of the LSP which envisages the development of a Sustainable Energy Strategy;
- The Council's supporting role in the FLOWE project initiated recently by the MP.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it at the meeting and RESOLVED that the Council offers its commitment and support to the North West Climate Change Charter.

#### 4. Performance Exception Report

Councillor Susan Fazackerley, Cabinet Portfolio for Corporate Performance and Development presented the report of the Executive Manager for Policy and Performance, which identified and provided details of, any exceptions in the performance against key indicators over the last two months. Exceptions included where performance was significantly below the target set for the current financial year or where factors that would have a detrimental impact on performance had been identified. The report outlined what was being done to address the performance and who was responsible for the actions.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it at the meeting and RESOLVED-

1. That the Cabinet supports the actions being taken to address performance issues and that the respective Portfolio Holders monitor progress through their briefing meetings.
2. That the Portfolio Holder for Corporate Performance and Development provides updated figures against the indicators which are performing below target, to confirm that progress is being achieved, and also against any indicators from the previous report which are now on target.

*(Prior to considering the above item the Cabinet considered questions submitted by Councillor Maxine Chew which sought the total costs associated with the temporary planning measures and whether these measures had been successful and cost effective; and, where and how was the information obtained that stated that people were satisfied with the length of time they had to wait when contacting the council?*

*The Cabinet discussed the issues raised in the questions and took them into account in reaching their decision).*

## 5. Corporate Objectives Review

Councillor Susan Fazackerley, Cabinet Portfolio for Corporate Performance and Development presented the report of the Executive Manager for Policy and Performance, which provided details of the outcome from a 'desk top' review of the Councils corporate objectives that had been presented to the Policy and Service Review committee on October 23<sup>rd</sup> 2006.

It was considered best practice by the Audit Commission to examine the corporate objectives each year giving consideration to the local and national factors that may have changed during the year.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and RESOLVED-

1. To support the conclusion that there was no requirement at this time to make changes to the high level corporate objectives at Fylde.
2. To make any appropriate recommendations to officers and/or Portfolio Holders to ensure that emerging issues are monitored or addressed including all aspects of communications as outlined at the meeting.

## 6. Gambling Act 2005

Councillor Patricia Fieldhouse, Cabinet Portfolio for Community & Social Wellbeing introduced the report and Stuart Handley, Commercial & Licensing manager provided a detailed presentation on the Gambling Act 2005.

The Gambling Act 2005 was now partly in force. Current expectations were that the Act would be brought fully into effect on 1st September 2007 and that licensing authorities would begin to accept applications for gambling licenses from 30<sup>th</sup> April 2007. The Act imposed new duties on local authorities to licence premises used for gambling and sought to control all forms of gambling. Development of a policy had involved wide consultation, in accordance with the Act. The policy, which was included with the report, was now put before Members for adoption.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it at the meeting and RESOLVED-

1. To approve the draft Gambling Policy Statement detailed in the report, which has been developed from the guidance issued under Section 25 of the Gambling Act 2005 by the Secretary of State for Culture, Media and Sport, and amended where appropriate following the consultation process.
2. That the policy be adopted by Council at the meeting on 27 November 2006, including the delegations identified within the policy.
3. That Council delegate the responsibility for setting fees in relation to the Gambling Act 2005 to Cabinet.
4. That all matters relating to registration of small society lotteries under Schedule 11 Part 5 of the Gambling Act 2005 are delegated to officers.

## 7. Child Protection Policy

Councillor Susan Fazackerley, Cabinet Portfolio for Corporate Performance and Development presented the report of the Executive Manager for Community & Cultural Services which provided details on the introduction of a Child Protection Policy which would provide simple guidance for Elected members, staff, and volunteers under the auspices of Fylde Borough Council to help them deal with issues that might arise when working with children.

The policy had been presented to the Policy and Service Review Scrutiny Committee for discussion, resulting in a number of recommendations identified in the report.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it at the meeting and RESOLVED-

1. To recommend to Council the adoption and implementation of the Child Protection Policy.
2. To recommend that the Portfolio Holder (Culture & Tourism) be responsible for all matters concerning child protection issues relating to the Council.

## 8. Listening Day Final Report

Councillor Albert Pounder, Cabinet Portfolio for Customer Relations & Partnerships presented the report of the Executive Manager for Community & Cultural Services which provided details on the findings of Community Listening Day held on 25<sup>th</sup> August 2005.

With the instigation of the Local Strategic Partnership (LSP) which had membership from the public, private and voluntary sectors that delivered a wide range of services to the community, Listening Day had developed into a wider consultation involving the other LSP members. The questionnaire had evolved to focus on the key data that partner organisations needed to shape the future delivery of their services. The report would be used by managers as a key reference and support document to their service plans and by Members to monitor that service delivery outcomes were in line with identified customer need.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it at the meeting and RESOLVED-

1. To consider the report findings and to give due weight to the data in their priority setting as part of the 2007/08 budget setting process.
2. To commend the results to the partner organisations and to thank them for their considerable support to make Community Listening Day a success.

*(Prior to considering the above item the Cabinet considered questions submitted by Councillor Elizabeth Oades which asked -*

- (1) After such a comprehensive, costly and time-consuming consultation, were 2,006 responses truly considered to be a successful and worthwhile result and should future service provision and budgetary allowances really be set on so small a sample?*

and

*(2) Section 37, Visitor's Survey, Transport:- In regard to this section could someone explain why a lenient parking scheme is unsustainable? A lenient parking regime is a system, which brings more people to our towns to shop and enjoy leisure time. The statement in this paragraph contradicts that in Section 41, Suggested Improvements, in which visitors complain about lack of toilets and parking facilities, which statement do we take note of in our future deliberations?*

*Councillors Pounder and Ashton responded to these specific questions following which the Cabinet discussed and responded to the issues raised in the questions and took them into account in reaching their decision).*

#### 9. Medium Term Financial Strategy

Councillor Paul Rigby, Cabinet portfolio holder for Finance and Efficiency presented the report of the Executive Manager for Finance which provided an update on the Medium Term Financial Strategy and highlighted the financial pressures which the authority faced in providing quality services within the finances likely to be available over the next five years.

To ensure that the finances of the Authority continued to be stable it was important that the Council ensured the effective implementation of a robust efficiency/value for money programme.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it at the meeting and RESOLVED to approve the Medium Term Financial Strategy, noting the financial position as outlined in the report and the way forward to ensure a sustainable financial future.

#### 10. Financial Monitoring Report 2006/2007

Councillor Paul Rigby, Cabinet portfolio holder for Finance and Efficiency presented the report of the Executive Manager for Finance which provided an update on expenditure against the Councils capital and revenue budget for the first half of the 2006/07 financial year.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it at the meeting and RESOLVED-

1. That members approve the capital expenditure of £672,550 which represents 28% of the revised budget.
2. That members note the current projected overspend of £357,100 on the revenue budget and the actions being taken to minimise this.

#### 11. Accommodation

Councillor Paul Rigby, Cabinet portfolio holder for Finance and Efficiency presented the report of the Chief Executive, which provided an update on accommodation issues.

The Council had commissioned a draft proposal to provide 'fit for purpose' office and civic accommodation on the site of the Town Hall, St Annes.

The preferred scheme had been the subject of consultation with staff, members and key stakeholders.

This report provided a summary of the feedback received from that consultation and recommended that the detailed business case and procurement strategy be developed.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it at the meeting and RESOLVED-

1. That the responses to the consultation exercise be noted.
2. That the draft layout, which has been the subject of consultation, indicating the use of the ground floor of the Town Hall for civic purposes be pursued as the preferred scheme.
3. That officers proceed to commission work on the detailed business case and procurement strategy.
4. That current valuations be obtained of the portfolio of sites agreed by the Council for disposal.

*(Prior to considering the above item the Cabinet considered a question submitted by Councillor Elizabeth Oades which asked in view of the large sum of money already expended on this project can we be assured that a decision to provide office and civic accommodation at the Town Hall site will not be taken until full costings are available to the full Council? -*

*The Cabinet discussed and responded to the issues raised in the question and it was reported that future issues on accommodation are delegated to be considered and determined by the Cabinet).*

## 12. The Local Government White Paper – Strong and Prosperous Communities

Councillor John Coombes, the Leader of the Council presented the report on the recently published Local Government White Paper, which set out the vision for revitalised local authorities which shaped local public services and communities which used them.

The report provided an outline of the main elements of the Paper and went on to describe the content of the parallel paper, which invited council's to make proposals for future unitary local government structures.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and RESOLVED-

1. That the contents of the White Paper be noted.
2. That an enhanced two-tier structure be the preferred way forward
3. That the matter be referred to Council on 27<sup>th</sup> November for further debate and consideration.

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