



Meeting Agenda

**Community Outlook Forum
Council Offices, Derby Road,
Wesham
8 September 2005, 6:00pm.**

Community Outlook Forum

MEMBERSHIP

CHAIRMAN – Councillor Louis Rigby
VICE-CHAIRMAN – Councillor Susan Fazackerley

Councillors

Richard Fulford- Brown

Stephen Wall

Karen Henshaw

Colin Walton

Kiran Mulholland

Andrea Whittaker

William Thompson

Contact: Peter Welsh, St. Annes (01253) 658502, Email: 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 TO COMMITTEE

ITEM	PAGE
1. DECLARATIONS OF INTEREST: <i>In accordance with the Council's Code of Conduct, members are 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.</i>	4
2. CONFIRMATION OF MINUTES: <i>To confirm as a correct record the minutes of the Community Outlook Forum meeting held on 29 June 2005 (previously circulated).</i>	4
3. SUBSTITUTE MEMBERS: <i>Details of any substitute members notified in accordance with council procedure rule 26.3</i>	4
4. REVIEW OF OUTSIDE BODIES	5
5. PARTNERSHIP WORKING ANNUAL REPORT	13
6. COMMUNITY ENGAGEMENT REPORT	26

REPORT



REPORT OF	MEETING	DATE	ITEM NO
OVERVIEW AND SCRUTINY	COMMUNITY OUTLOOK FORUM	8 TH SEPTEMBER 2005	4

REVIEW OF OUTSIDE BODIES

Public/Exempt item

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

Summary

The aim of this review is to evaluate the value to the Council, of Councillor representation on outside bodies.

There are a total of sixty-one outside bodies on the list with one hundred and two seats on them (Appendix A). Members of the Council were asked to determine appointments for seats in the Full Council meeting on 26th May 2005

Recommendation/s

1. That members choose the first option from the list below as this involves a light touch review that specifically meet the target set by the Corporate Plan.
2. That members agree the questionnaire attached at Appendix B and a timescale for completion.

Executive brief

The item falls within the following executive briefs: Community (Councillor Tim Ashton) and Community Engagement (Councillor Paul Rigby)

Report

1. The Corporate Plan outlines the key priorities for 2005/2006. One of the Council's "high" priorities this financial year is for Annual reports to be submitted to the Community Outlook Forum by all members representing Fylde Borough Council on external bodies
2. The Scrutiny Management Board advised that the Community Outlook Forum should undertake a light touch review.
3. There are several important issues members should consider in the reviews most notably, the benefits brought to the Council and the outside body by Councillor representation on the body. Other issues to consider are; the type of outside body and any legal implications for the Council, how much input is required from the Council and what criteria we use to define defunct partnerships and whether continued representation on these bodies is necessary.
4. Memberships of some outside bodies are a given statutory requirement therefore these need to be reviewed differently to the rest. Members should consider whether we can improve links between these bodies and the Council
5. Following initial research conducted about the most appropriate methods to conduct the review the options are as follows:

Option 1

6. The first option is for the Annual reports to be submitted in the form of a questionnaire which members should fill in for each body on which they sit (Appendix B). The questionnaire is to obtain details of frequency and attendance of meetings. Particular attention will be paid to questions detailing whether the Council and the body benefit from representation. Once all the results have been collated in an excel sheet, the Forum will have a comprehensive view of bodies that are active and will have fulfilled the requirements contained within the Corporate Plan.

Option 2

7. The second option would require the outside bodies to carry out the bulk of the work by submitting an annual report to the Forum consisting of evidence of annual activity, accounts and a brief report on how they feel they and the Council benefit from Councillor representation. The Forum would then be required to review briefly the benefits of continued representation. Members should consider whether this is a feasible option for the review given the Scrutiny Management Board's decision for a light touch review.

Option 3

8. The third option is for the Forum to agree to set up a Task and Finish group consisting

of no more than three nominated Councillors to carry out the review. They could manage the process following the first or second option and report back to the Forum at regular intervals. The implication of this is an additional workload for the nominated councillors and the length of time needed to undertake the review would be significantly more than the first or second option.

Conclusions

9. The Corporate Plan specifically states that Annual reports are to be submitted to the Community Outlook Forum by members representing Fylde Borough Council on external bodies. Members should consider the most appropriate option from those presented to them.

IMPLICATIONS	
Finance	There could be minor savings in the travel expenses budget should the forum decide that Councillors no longer needed to be represented on certain outside bodies.
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
Carolyn Whewell	01253 658423	Thursday 11 th August 2005	Review of Outside Bodies Report

LIST OF BACKGROUND PAPERS		
NAME OF DOCUMENT	DATE	WHERE AVAILABLE FOR INSPECTION
The Community Plan	19 th January 2004	http://www.fylde.gov.uk/ccm/content/website/policy-and-change-management/community-plan.en

Attached documents

Appendix A: Councillor membership on external bodies.

Appendix B. Review of Outside Bodies Draft Questionnaire

Appendix A: Councillor Representation on Outside Bodies

*As agreed by Full Council on 26th May 2005

ORGANISATION	REPRESENTATIVES/ COUNCILLORS
Access for All	Vacancy Vacancy Vacancy
Age Concern Fylde	Councillor R.J.Wilson Vacancy
Blackpool Airport Consultative Committee	Councillor J.G.Longstaff
Blackpool Grand Theatre Trust	Councillor A. W. Jealous NP Councillor F. Wilson
Blackpool, Fylde & Wyre Society for the Blind	Councillor D.E Clarke
Citizens Advice Bureau (Management Committee) (Kirkham & Fylde)	Councillor P. Hardy Councillor L. Rigby
Citizens Advice Bureau (Management Committee) (Lytham St Annes)	Councillor E. G. Bamber Councillor Mrs B. Pagett
Clifton (Lytham) Housing Association Ltd. Directors)	Councillor P. A. Fieldhouse Councillor L. Rigby Councillor W. Thompson Councillor T. M. Ashton Councillor M. K. Taylor, Councillor H.M. Wilson
Community Safety Partnership	Leader of the Council & Chief Executive
Consortium of Lancashire Aerospace - (CLA)	Executive brief- Economy
Council for Voluntary Services, Blackpool, Wyre and Fylde	Councillor E. D. Clarke
District Liaison Committee for Education	Councillor J. A. Dolan Councillor G. Caldwell Councillor K. Hyde Councillor Mrs. H.M. Wilson Councillor B. Pagett
District Liaison Committee for Social Services	Councillor E. D. Clarke Councillor C. Walton Councillor K. M. Henshaw JP Councillor F. Wilson
European Economic Community Co-ordinating Committee	Executive brief- Economy
Face to Face (Homeless Project)	Councillor D. S. Prestwich
Forum on Health and Well Being for Lancashire	Executive brief- Quality of Life
Fylde Arts Executive Committee	Councillor Mrs H. M. Wilson Vacancy Vacancy
Fylde District Youth and Community Advisory Committee	Councillor A.M. Whittaker Councillor S. P. Renwick
Fylde Locality Health Improvement Committee	Executive brief- Quality of Life

Fylde Police & Community Forum	Councillor J. B. Bennett Councillor J. A. Dolan Councillor Mrs D Prestwich Councillor R. S. Small Councillor R.J. Wilson
Heyhouses Endowed C E Primary School	Councillor G Caldwell
Kirkham & Rural Fylde Partnership	Councillor S.P. Renwick Councillor E.A. Oades
Kirkham Museum Project Organisation	Councillor S. P. Renwick
LCC Health & Equalities Overview & Scrutiny Committee	Councillor R A Fullford-Brown
Lancashire Forum on Poverty and Economic Disadvantaged	Executive brief - Community
Lancashire Leaders and Chief Executives Meetings	Leader of the Council and Chief Executive
Lancashire Tourism Partnership	Executive brief- Economy
Lancashire Youth and Community Service Advisory- Advice Development Rural Fylde Committees	Councillor A M Whittaker
Lancashire Youth and Community Service Advisory Committees - Kirkham Youth Base	Councillor P Hardy
Lancashire Youth and Community Service Advisory Committees – Rural Fylde Villages Youth Work	Councillor T Threlfall
Lancaster University, Court of	Councillor G. Caldwell
Local Government Association	Leader of the Council
Local Government Urban & Rural Commissions	Leader of the Council
Local Liaison Committee, Springfield Works	Councillor T. Threlfall
Lytham C E Primary School	Councillor R J Norsworthy
Lytham Community Sports Centre	Councillor T. Ashton
Lytham St Annes Ansdell Junior and Infants School	Vacancy
Lytham St Annes Clifton County Primary School	Councillor C E Akeroyd
Lytham St Annes Hall Park Junior and Infants School	Councillor P.A. Fieldhouse
Lytham St Annes Twinning Association	Councillor Mrs H M Wilson Councillor R. Wilson
Lytham Town Trust	Councillor T. M. Ashton
Mayfield Junior and Infants School	Councillor K M Henshaw
N.W. Lancashire Public Transport Liaison Committee	Executive brief- Economy
New Fylde Housing	Councillor A G Pounder Councillor S P Renwick Councillor P Rigby Councillor R S Small Councillor K Wright
North West Lancashire Community Legal Service Partnership	Leader of the Council

North West Local Government Association	Leader of the Council
North West Regional Assembly	Councillor J L Coombes Councillor P.J. Hayhurst Councillor R. Small
North West Sport Assembly	Executive brief - Community
North West Tourist Board	Executive brief- Economy
North Western Local Authorities Employers Organisation	Chairman Licensing & Appeals Committee
Ribble Estuary Advisory Group	Leader of the Council Executive brief - Economy, Executive brief - Environment Executive brief - Quality of Life
Road Safety Forum	Executive brief-Economy
Social Services Day Centre Committee (Park View House Lytham)	Councillor S. P. Renwick. 1 vacancy
Social Services Day Centre Committee (Sunnybank Day Centre)	Councillor S. P. Renwick
St Annes on Sea Development Partnership	Executive Brief - Economy
St Annes R C Primary School	Councillor R J Wilson
St Peter' R C Primary School	Councillor H M Wilson
St Thomas's C E Primary School	Councillor A W Jealous N P
Valuation & Community Charge Tribunals	Councillor J. G. Longstaff Councillor C Walton Councillor H Butler Councillor A. G. Pounder
Waste Management Steering Group	Executive Brief - Economy
West Coast Rail 250 Campaign	Councillor G. Caldwell

Appendix B: Review of Outside Bodies Questionnaire

Please complete a separate form for each body on which you serve.

Name of Councillor -----

--

1. Please detail below the outside body on which you serve, the number of meetings held and the number of meetings you have attended since May 2004

Outside body	No of meetings held	No. attended

- 2a. Is the number of Council representatives dictated by the constitution of the body? **Yes/No **please delete as appropriate**

- 2b. If not, is the number of the Council's representatives correct? **Yes/No**

- 2c. If not, please indicate the number you consider to be appropriate.

- 3a. Are you deemed to be an Office holder (Trustee, Director or other) through your membership of the body? **Yes/No *please delete as appropriate**

- 3b. *If yes, please provide brief details below*

- 3c. If yes, have your responsibilities been explained to you by the body? **Yes/No**

- 3d. If yes, do you see any conflict between those responsibilities and your responsibilities as a Councillor? **Yes/No**

- 3e. *If yes, please provide brief details below.*

- 4. Do you have a significant input into the meetings? **Yes/No**

5. Does the Council contribute financially to the body? **Yes/No**

6. Do you have access to view the accounts? **Yes/No**

- 7a. Does the Council benefit from representation on the body? **Yes/No**

If yes, please provide brief details below.

7b. If no, please indicate whether you consider Council representation is necessary.

--

8a. Does the body benefit from Council representation? **Yes/No**

8b. *If yes, please give brief details below.*

9a. Do you feedback the work/issues from the outside body to ensure that all relevant issues get taken on board by the Authority? **Yes/No**

9b. ***If yes, how do you do this?***

9c. If no, how do you think this should be done?

10. Please use the space below to make any other comments regarding outside bodies and/or to raise issues that you would particularly like the community outlook forum to address as part of its review of outside bodies.

Please sign and return the questionnaire(s) to, **Overview and Scrutiny Unit, Town Hall, Lytham St.Annes, Lancashire, FY8 1LW** by no later than ...

Signed¹² Name.....

REPORT



REPORT OF	MEETING	DATE	ITEM NO
EXECUTIVE DIRECTOR	COMMUNITY OUTLOOK COMMUNITY FORUM	8 TH SEPT. 2005	5

PARTNERSHIP WORKING ANNUAL REPORT

Public item

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

Summary

The Council's Policy for Partnership Working includes a Protocol For Reviewing Partnership Performance that requires an annual review of the Council's Partnership Working to be reported to the Community Outlook Community Forum. This is the first such annual review to be reported. It follows an extensive programme of partnership reviews, which has taken place over the past twelve months and as such reports on actions taken since each Formal Partnership was reviewed.

Recommendations

1. Members are asked to note and comment upon the level and effectiveness of partnership working during 2004/05; and,
2. Members are requested to consider progress to date in implementing the recommendations of the programme of partnership reviews; and,
3. Members are requested to consider receiving presentations from specific partnerships at future meetings.

Executive brief

The item falls within the following executive brief: Executive Brief Holder for Community (Councillor Tim Ashton).

Report

1. The Council's Policy for Partnership Working was approved by the former Corporate Policy Committee on 19th April 2004. The policy was one of a number of outcomes identified subsequent to an inspection and report by the Audit Commission. Included in the policy is a 'Protocol For Reviewing Partnership Performance' that requires an annual review of the Council's Partnership Working to be reported to the Community Outlook Community Forum. The protocol is appended to the report together with a summary of the performance of the Service Coalitions and Information Networks during 2004/05.
2. A further recommendation of the Audit Commission was that all of the Council's Formal partnerships should be reviewed to ensure that they were delivering value for the Council's contribution/participation. The Community Outlook Community Forum concluded the programme of partnership reviews in June 2005. For a number of these partnerships the review revealed that there was inadequate performance related information available on which to base a value for money judgement. Consequently, the Council's requirement was that mechanisms be put in place in order to generate the appropriate information.
3. As the review has only recently been completed, for many of the Council's Formal Partnerships these mechanisms have not yet been in place long enough to generate meaningful information. Therefore, for Formal Partnerships, this first annual report of Partnership Working includes the actions that have been implemented as a result of the programme of reviews. Members may wish to consider whether they wish to request individual partnerships to report on their work to future meetings of the Committee.
4. Appended to the report is a summary in tabular form of the completed review programme for Formal Partnerships together with the outcomes as at the end of August 2005. Members are requested to consider progress made to date in implementing the review recommendations.

IMPLICATIONS	
Finance	There are no direct Finance implications but the process of review is designed to ensure that value for money is achieved in partnership Working
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	There are no direct H&S/Risk implications.

REPORT AUTHOR	TEL	DATE	DOC ID
Dave Joy	(01253) 658700	19.08.05.	

LIST OF BACKGROUND PAPERS		
NAME OF DOCUMENT	DATE	WHERE AVAILABLE FOR INSPECTION
FBC Partnership Working Policy	April 2004	http://www.fylde.gov.uk/ccm/navigation/council-and-democracy/partnership-working/

Attached documents

FBC Protocol For Reviewing Partnership Performance

Review of Formal Partnerships – Outcomes as at August 2005.

FYLDE BOROUGH COUNCIL

PROTOCOL FOR REVIEWING PARTNERSHIP PERFORMANCE

Introduction.

This Protocol forms part of the Council's Partnership Policy Framework and should be read and applied in conjunction with other protocols and reference documents that contribute to this Framework.

This Protocol describes how performance will be measured according to the different categories of Partnership. It also describes the roles and responsibilities of officers, in the monitoring and reporting of partnership performance, and members, in the review of that performance.

Performance Measurement.

- Each partnership will have performance measures and annual targets that are either adopted by all parties or are specific to the needs of the Council.
- The performance of **Statutory Partnerships** will be monitored and reviewed on an annual basis to ensure that:
 - all statutory obligations are being fulfilled
 - performance targets are set and are being met
 - appropriate measures are in place to manage risk
 - the Council's contribution/investment represents value for money
- The performance of **Formal Partnerships** will be monitored and reviewed on an annual basis to ensure that:
 - the partnership's objectives and priorities remain aligned with the Council's Corporate Plan and the Community Plan for Fylde
 - performance targets are set and are being met
 - appropriate measures are in place to manage risk
 - the Council's contribution/investment represents value for money
- The performance of **Service Coalitions** will be monitored and reviewed on an annual basis to ensure that outputs are measured (e.g. No. of projects completed, No. of service users, level of funding acquired)

- The performance of **Information Networks** will be monitored and reviewed on an annual basis to ensure that inputs are measured (e.g. No. of meetings, No. of information exchanges)

Roles & Responsibilities

- Whether or not the Council is the lead partner, each partnership will be assigned a Lead Officer from the Council (and where appropriate, a Member of the Council) who will be responsible for monitoring the performance of the partnership.
- It will be the responsibility of the Lead Officer/Member to monitor the performance of individual partnerships and to report performance to the Partnership Officer on an annual basis (or more frequently if circumstances require).
- The Lead Officer/Member annual report will be submitted to the Partnership Officer at the end of the financial year and should include actual performance against targets, proposed revised targets, minutes of meetings, financial implications for future budgets etc.
- Partnership Officer to take annual 'Partnership' report to the Community Outlook Community Forum. The annual Partnership report will summarise the performance of individual partners, make recommendations as to the continuance of individual partnerships and report the cost-benefit of the Council's Partnership Working in totality.
- It will be the responsibility of the Community Outlook Community Forum to scrutinise the performance of individual partnerships and the cost-benefit of the Council's total partnership working. Where appropriate the Community Outlook Community Forum will include in its future work plans presentations from partnering organisations.
- The Lead Officer/Member will report any references from the Community Outlook Community Forum to the Executive Committee, and as appropriate such reports will include recommendations for performance improvement or an exit strategy.
- The Executive Committee will be responsible for approving:
 - i. Proposals to enter into a new or existing partnership, and
 - ii. Proposals to withdraw from a partnership.

Where appropriate, the latter should include an exit strategy to minimise the impact on the partnership of the Council's withdrawal.

REVIEW OF FORMAL PARTNERSHIPS – OUTCOMES AS AT AUGUST 2005

PARTNERSHIP	REVIEWED BY (Lead Officer)	REPORTING DATES	RECOMMENDATIONS/RESOLUTIONS	OUTCOMES
Ribble Discovery Centre	Cllr M Taylor (Paul Norris)	CPOS - 27.04.04. L&R – 19.05.04.	<ul style="list-style-type: none"> • That the Council continues to be a member of the partnership • That the Partnership to be formalised by written agreement • That quarterly meetings be convened with Member representation • That the Partnership adopt PI suite for inclusion in an annual report • <i>That the Opportunity cost of use of building be established</i> 	<ul style="list-style-type: none"> • Agreement for use of building being prepared by Legal Services • Partnership meeting took place on 13.08.04. when recommendations were accepted • Cllr M Taylor nominated as Member representative • Half year report for current year produced • PI suite adopted for inclusion in annual report
Lancashire West Partnership	Cllr R Norsworthy (Paul Walker)	CPOS – 27.07.04. Exec Comm. – 24.11.04.	<ul style="list-style-type: none"> • That the Council continues to be a member of the partnership until 2006 when a further review should be undertaken • That the Leader of the Council be given the support of a senior member to carry out his LWP duties • That the timing of Leader/CE meetings be reviewed to enable CE to attend LWP Exec. Group meetings • That officer participation in LWP working groups be reviewed to ensure we focus on our priorities 	<ul style="list-style-type: none"> • Cllr R Small assigned to support the Leader in carrying out his LWP duties • Leader/CE meetings schedule rearranged to enable CE to attend LWP Exec. Group meetings • The LWP is now to be merged with the East Lancs Partnership to form new Pan-Lancashire Partnership. Member and officer participation will be reviewed when the new partnership is in place.

PARTNERSHIP	REVIEWED BY (Lead Officer)	REPORTING DATES	RECOMMENDATIONS/RESOLUTIONS	OUTCOMES
Lytham Lifeboat Museum	Cllr J Dolan (Paul Norris)	CPOS-17.08.04. Exec Comm. – 24.11.04.	<ul style="list-style-type: none"> That the Council remain a member of the partnership That the partnership be formalised through a Service Level Agreement That a PI suite be adopted and included in an annual report That all literature and signage promoting the museum shall acknowledge the Council's benevolent role in the partnership That a 'Perception Day' is carried out to understand the public's opinion of the museum That the RNLI be asked to contribute to the cost of replacing the lifeboat house doors 	<ul style="list-style-type: none"> The Asset Management Group has recommended that the building is used by the Lytham Heritage Group as a lifeboat museum. The council is currently in negotiations with the Lytham Heritage Group to establish terms. The building has been cleaned out and is due to have external repairs completed prior to hand over.
Citizens Advice Bureau	Cllr Mrs E Oades & Cllr K Mulholland (David Wilkinson)	COCF -25.11.04 Exec. Comm. – 22.12.04.	<ul style="list-style-type: none"> That the Council remains as a member of the partnership for a further year That a PI suite be included in a SLA between the Council and the CAB <i>That an annual report be presented to the council by CAB</i> <i>That CAB pursue other sources of funding and include the results in the annual report</i> 	<ul style="list-style-type: none"> Service Level Agreement now in place.
St Annes Regeneration Partnership	Cllr K Eastham & Cllr W Thompson (Paul Drinnan)	COCF – 27.1.05 Exec. Comm. – 23.2.05	<ul style="list-style-type: none"> That the Partnership be thanked for its work in regenerating St Annes Square <i>That all Partnership members be invited to a final meeting to mark the launch of the Classic Resort initiative and establish a new partnership</i> 	<ul style="list-style-type: none"> Regeneration works to be completed in 2006 Proposals for new partnership to launch Classic Resort are being formulated

PARTNERSHIP	REVIEWED BY <i>(Lead Officer)</i>	REPORTING DATES	RECOMMENDATIONS/RESOLUTIONS	OUTCOMES
Arts Council NW	Cllr Mrs F Wilson <i>(Paul Norris)</i>	COCF – 27.1.05 Exec. Comm. – 23.2.05	<ul style="list-style-type: none"> That the proposed revised partnership between Fylde Borough Council and the Arts Council North West for the future delivery of arts development in the Borough of Fylde be endorsed dependent on the outcome of the budgetary process. 	<ul style="list-style-type: none"> The council is in negotiation with ACNW regarding the terms of the partnership.
Age Concern	Cllr Mrs E Oades & Cllr K Mulholland <i>(David Wilkinson)</i>	COCF – 27.1.05 Exec. Comm. – 23.2.05	<ul style="list-style-type: none"> That a Service Level Agreement was the correct vehicle to formalise the partnership arrangement between Fylde Borough Council and Age Concern . That the partnership continues for the financial year 2005/06 on the condition that the service level agreement was agreed and signed by both parties. That responsibility for any minor changes to the service level agreement is left to Fylde Borough Council's lead officer for the partnership review. 	<ul style="list-style-type: none"> Service Level Agreement being negotiated.
Lytham Windmill	Cllr J Dolan <i>(Paul Norris)</i>	COCF – 27.1.05 Exec. Comm. – 23.2.05	<ul style="list-style-type: none"> That the Forum agrees to the continuation of the successful partnership. That the Lytham Heritage Group provides monthly performance data during its open season against a range of performance indicators to be reported back to the committee on an annual basis. That Lytham Heritage Group considers joint marketing arrangements with Fylde Borough Council for future seasons. That the Lytham Heritage Group meet formally on a 6 monthly basis with relevant officers of the Council to update the relevant partners on various issues such as areas of concern and future plans. The committee notes and appreciates the time and effort of volunteers in the partnership and in particular the Lytham Heritage Group. That agreement is reached with all parties regarding appropriate target levels for visitor numbers. 	<ul style="list-style-type: none"> Monthly data provided by Lytham Heritage Group. Attendance figures reported as part of Cultural Services Business Unit monthly performance monitoring. BVPI data regarding use of museums is now included in the quarterly performance report to the Performance Improvement Community Forum.

PARTNERSHIP	REVIEWED BY <i>(Lead Officer)</i>	REPORTING DATES	RECOMMENDATIONS/RESOLUTIONS	OUTCOMES
Action Ribble Estuary Partnership	Cllr W Thompson <i>(Paul Norris)</i>	COCF – 19.05.05 Exec. Comm. – 15.06.05	<ul style="list-style-type: none"> That the partnership between Fylde Borough Council and the Action Ribble Estuary Strategy is continued That the lead officer (Paul Norris) liaise with the Action Ribble Estuary Partnership Officer, to identify appropriate performance indicators and targets for future partnership activity in Fylde. 	<ul style="list-style-type: none"> Performance indicators currently being established as part of the Ribble Estuary Marketing Plan.
Lancashire Sport	Cllr Mrs F Wilson <i>(Paul Norris)</i>	COCF – 19.05.05 Exec. Comm. – 15.06.05	<ul style="list-style-type: none"> That the partnership arrangements between Fylde Borough Council and Lancashire Sport is continued. That the Community Outlook Forum is asked to examine the funding arrangements payable to Lancashire Sport and also scrutinise the sporting programmes provided by this Council and report their findings to the Executive committee. 	Partnership continuing. Sporting programme to be scrutinised when the Sports Development Officer returns from placement with Sport England (end Dec 05)
Lancashire Municipal Waste Management	Cllr M Taylor <i>(Dave Jenkinson)</i>	COCF – 29.06.05 Exec. Comm. – 20.07.05	<ul style="list-style-type: none"> That the partnership is continued. That the Performance Improvement Forum closely monitors the BVPI with regard to waste minimisation and the aspirational target. 	<ul style="list-style-type: none"> All BVPIs now being reported to Performance Improvement Community Forum on a quarterly basis.
Kirkham Rural Fylde Partnership	No Councillor <i>(Paul Walker)</i>	COCF – 29.06. 05 Exec. Comm. – 20.07.05	<ul style="list-style-type: none"> This item was deferred. 	<ul style="list-style-type: none"> The partnership has now been dissolved following the successful completion of the Kirkham Market Town Health Check.

PARTNERSHIP	REVIEWED BY <i>(Lead Officer)</i>	REPORTING DATES	RECOMMENDATIONS/RESOLUTIONS	OUTCOMES
Kirkham & Amounderness Museum Trust	Cllr. S. Renwick <i>(Paul Norris)</i>	COCF – 29.06. 05 Exec. Comm. – 20.07.05	<ul style="list-style-type: none"> • That the partnership is continued and that a two-year lease be put in place. • That visitor figures are reported on a regular basis to the Performance Improvement Forum. • That Councillor Nulty as the Member Champion for rural tourism is asked to make links with the trust to help promote their actions and help increase visitor figures. • That joint aims and objectives are developed for the partnership. 	<ul style="list-style-type: none"> • No further development at this time
Lytham Lifelong Learning Partnership	Cllr W Thompson <i>(Paul Norris)</i>	COCF – 29.06. 05 Exec. Comm. – 20.07.05	<ul style="list-style-type: none"> • That the partnership continues. • That the Performance Improvement Forum receive regular performance monitoring and satisfaction surveys results. • That the finances attributed towards the partnership are broken down into greater detail and circulated to members of the Forum. 	<ul style="list-style-type: none"> • Detailed finances now available. • Performance report being compiled.

ABBREVIATIONS

CPOS	- Community & Performance Overview and Scrutiny Committee
L&R	- Leisure & Recreation Committee
Exec. Comm.	- Executive Committee
COCF	- Community Outlook Community Forum

PARTNERSHIPS PERFORMANCE 2004-05

Name of Partnership	Partners	Lead Officer/ Business Unit	Description	Performance
<u>Statutory Partnerships</u>				
Blackpool Airport Consultative Committee	Blackpool Airport, Travel Agents Rep, Blackpool BC, Police, Servisair Rep. Chamber of Commerce	Clare Platt - Consumer Wellbeing & Protection	Statutory Liaison Partnership (Civil Aviation Act 1982/ Aerodromes Designation (Facilities for Consultation) Order 1996 as amended).	No. of meetings 04/05 = 3 New Constitution developed following take-over of Airport that includes only an elected member from FBC (Cllr John Longstaff), officer of FBC no longer attends meetings as had previously been the case.
<u>Service Coalitions</u>				
Fylde Cricket Development Group	Lytham CC, St. Annes CC, Wrea Green CC, ECB, Local Schools	Stuart Glover- Cultural Services	Local partnership implementing the Cricket Development Strategy for Fylde.	Sports Development Officer on secondment to Sport England
Ansdell Arena	LCC, Lytham High School, YMCA, Sport England	Stuart Glover- Cultural Services	Local sports partnership co-ordinating, promoting and managing the Ansdell Arena.	Sports Development Officer on secondment to Sport England
Fylde Tennis Development Group	LTA, 4 local tennis clubs	Stuart Glover- Cultural Services	Local sports partnership implementing the Tennis Development Strategy for Fylde.	Sports Development Officer on secondment to Sport England
Dunes Management Plan	Blackpool BC, Lancs. C.C., RSPB, English Nature	Paul Norris- Cultural Services	The production of a management plan for the Blackpool/Lytham St Annes dune system.	Dunes Management Plan published for consultation.
Daniel Thwaites Scholarship	Lancs. local authorities, Thwaites Brewery	Anne McVittie – Legal & Dem. Services	Organises overseas travel scholarship for one Fylde student each year.	Student selected by Lead Officer and Mayor.
William Rainford Golf Competition	Thomas Armstrong Holdings Ltd, local golf clubs	Viv Wood – Economic Wellbeing	Organises the annual Rainford Golf Competition.	The 2005 event took place in August and involved 92 couples.
(North) Lancs. Highway Partnership	Lancs. CC, Wyre BC, Lancaster BC	Andrew Shore – Streetscene Management	The LHP Area Member Board North is made up of Lancaster, Wyre and Fylde Council's and is a management board overseeing all highway matters in the area together with responsibility for monitoring performance.	No. of meetings 04/05 = 4 Each District is given a funding allocation of approximately £16000. Fylde has allocated 04/05 budget to improvements to the street lighting stock and additional lighting schemes in the Borough.
Friends of Parks	Friends of Parks Groups	Helen Bamber/ Margaret Reynolds- Cultural Services	Officers liaising with and supporting a number of Friends of Parks groups.	All groups have continued to be active during 2004/05

<u>Information Networks</u>				
Lancs. Sports Development Officers Forum	All 14 Lancs. Local Authorities	Stuart Glover-Cultural Services	Network of Sports Development Officers of Lancashire local authorities.	Sports Development Officer on secondment to Sport England
Lancashire Personnel Officers Network	Lancashire District and Unitary Councils and LCC	Lorraine Charlesworth-Policy & Change Management	Network of Personnel Officers of Lancashire local authorities.	No. of meetings 04/05 = 6
Lancashire Districts Internal Audit Group	Other District Council Heads of Internal Audit	Savile Sykes-Overview & Scrutiny	Network of Audit Officers of Lancashire local authorities.	No. of meetings 04/05 = 4
Northern Area DSO Leisure (NADSOL)	Local Authorities in the North of England	C. Holland- Cultural Services	Compiles and publishes performance management data for local authority leisure facilities.	No. of meetings 04/05 = 4
North West E Government Network	Councils from across the North West	Allan Oldfield-Policy & Change Management	Network of IT Officers of north-west local authorities.	No. of meetings 04/05 = 4
North West Insurance Officers Group	Local Authorities in the North of England	Andrew Wilsdon-Overview & Scrutiny	Network of Insurance Officers of north-west local authorities.	No. of meetings 04/05 = 4
O&S Practitioners Network	NW Local Authorities; NW Employers Organisation	Tracy Scholes-Overview & Scrutiny	Network of Overview & Scrutiny Officers of north-west local authorities.	No. of meetings 04/05 = 4
Association of Local Authority Risk Managers	North West local authorities	Andrew Wilsdon-Overview & Scrutiny	Network of Risk Management Officers of north-west local authorities.	No. of meetings 04/05 = 4
Private Landlords Forum	NW Landlords Assoc., local landlords, Rent Service Housing Benefits, Fire Safety Officer,	John Cottam The Built Environment	Provides a forum for the private rented sector of the housing market.	No. of meetings 04/05 = 3
Fylde Registered Social Landlord Liaison Group	New Fylde Housing, Muir Group Housing, Five Piers Housing	John Cottam - The Built Environment	Liaison with the Council's preferred social landlords.	No. of meetings 04/05 = 4
Lancs West Strategic Housing Group	Various other Local Authorities	John Cottam-Built Environment	The production of a sub-regional Housing Strategy.	No. of meetings 04/05 = 4
Blackpool & Lancashire Tourist Board Marketing Group	Lancashire local authorities, Major Tourist attractions, travel agencies, etc	Viv Wood-Economic Wellbeing & Regeneration	Develops and monitors Marketing Strategy for the Tourist Board	No. of meetings 04/05 = 4
Play Safe Public Sector Software Forum	Play Safe Software Ltd/All other users	G. Willets - Cultural Services	Network of local authorities using the Playsafe playground management software.	No. of meetings 04/05 = 4
UK Beach Management Forum	Coastal Resort Local Authorities	G. Willets -Cultural Services	Network of Beach Managers of coastal resort local authorities.	No. of meetings 04/05 = 2
ENCAMS	Coastal Local Authorities	G. Willets -Cultural Services	Co-ordinates national beach awards.	No. of meetings 04/05 = 3

Emergency Planning Liaison	LCC, other Lancs. local authorities	Clare Platt – Consumer Wellbeing & Protection	Co-ordinates Emergency planning systems across the county.	No. of meetings 04/05 = 6
Springfields Site Stakeholder Group (Formerly Springfields Local Liaison Committee)	BNFL, HSE, FSA, Police, Env. Agency, Nuclear Inspectorate, Lancs. C.C., South Ribble B.C., Preston City Council	Mike Walker- Consumer Wellbeing & Protection	Re-formed following establishment of the Nuclear Decommissioning Authority (NDA) in April 05 and re-named Springfields Site Stakeholder Group (SSSG) New constitution, Terms of Reference and Code of Practice developed. NDA has assumed assets and Liabilities for Springfields and new SSSG now has a wider membership base including reps from a variety of local environmental/interest groups.	No. of meetings 04/05 = 2 Resource commitment is one officer and two elected members (Cllr A Jealous Env Portfolio holder and T Threlfall) of FBC.
Lancs. Assoc. of Chief Env. Health Officers	All Chief EHO's of districts in Lancs.	Clare Platt - Consumer Wellbeing & Protection	Network of Environmental Health Officers of Lancashire local authorities.	No. of meetings 04/05 = 6
Westby Liaison meeting	LCC, EA, Woods Waste, Westby Parish Council.	Clare Platt – Consumer Wellbeing & Protection	Continuing in 2005/6 following review of effectiveness by membership. Meeting Chaired by Lancs CC elected member. Convened in response to concerns of local residents re Woods Waste operations and other local issues.	No. of meetings 04/05 = 2
Lancashire Chief Leisure Officers Group	All 14 Lancashire Chief Leisure Officers	Paul Norris- Cultural Services	Network of Leisure Services Officers of Lancashire local authorities.	No. of meetings 04/05 = 4
Blackpool Stakeholders Group	Blackpool Council, Local businesses and attractions	Viv Wood – Economic Wellbeing & Regeneration	Developing proposals to access Airport Development Funding (NWDA)	No. of meetings 04/05 = 6
Classic Golf Website	North west local authorities and secretaries of Golf Clubs	Viv Wood – Economic Wellbeing & Regeneration	Developing and updating the Classic Golf Website	No. of meetings 04/05 = 3
Blackpool & Fylde College Liaison Group	B&FC, local tourism businesses and attractions	Viv Wood – Economic Wellbeing & Regeneration	Advises college on employment opportunities in the tourism sector. Develops employment pathways for college students.	No. of meetings 04/05 = 3

REPORT



REPORT OF	MEETING	DATE	ITEM NO
EXECUTIVE DIRECTOR	COMMUNITY OUTLOOK COMMUNITY FORUM	8 TH SEPT. 2005	6

COMMUNITY ENGAGEMENT

Public item

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

Summary

As part of its Capacity Building support to the Council, officers of the Improvement & Development Agency (IDeA) have been working with Cllr. Paul Rigby, the Executive Briefholder for Community Engagement, to develop policy options on the subject of Community Engagement. The report of the Executive Briefholder is presented here for members' consideration.

Recommendation

1. That members consider the attached report and recommendations of Cllr. Paul Rigby, the Executive Briefholder for Community Engagement

Executive brief

The item falls within the following executive brief: Community Engagement (Councillor Paul Rigby).

Report

1. For the past two years the Council has accessed finance from the Office of the Deputy Prime Minister (ODPM) with which to fund a number of capacity building initiatives. One of these has been securing Improvement Support from the Improvement & Development Agency (IDeA). Included in this support programme for 2004/05 was a work stream involving providing support to the lead member on Community Engagement in the development of policy options.

Continued....

2. Appended to this report is the paper that has been produced by Cllr. Paul Rigby in his capacity as Executive Briefholder for Community Engagement. Members of the Community Forum are asked to consider Cllr Rigby's report and its recommendations

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 and Equalities	There are no direct HR/Equalities implications.
Sustainability	There are no direct Sustainability implications.
Health & Safety and Risk Management	There are no direct H&S/Risk implications.

REPORT AUTHOR	TEL	DATE	DOC ID
Dave Joy	(01253) 658700	19.08.05.	

LIST OF BACKGROUND PAPERS		
NAME OF DOCUMENT	DATE	WHERE AVAILABLE FOR INSPECTION
None.	None.	None.

Attached documents

'Community Engagement' – Report of the Executive Briefholder for Community Engagement.

Fylde Borough Council
Report of the Executive Brief holder for Community Engagement

‘How we ensure that the actions of the council are guided by the needs and wishes of the public.’

Introduction

As Executive Committee brief holder for Community Engagement it is my role to help ensure that the council maximises all opportunities for the public to inform corporate and service priorities. Community engagement might be described as how the council engages with:

- Constituents and the public,
- Partner organisations and the voluntary sector

in order to make better decisions.

This ‘engagement’ may be about:

- Consultation to inform decisions and the way we deliver services
- Involving local people in decisions and choices, for example in relation to the budget
- Generating new ideas
- Supporting people to act for themselves
- Presenting a positive image of the council.

These are complex matters that affect all members, the working of the council and also have links with other brief holders.

Purpose of this report

On taking up my new brief holder responsibilities I considered it important to gain an overview of how well the council is performing with regard to consultation and engagement and how things might be improved. In November 2004, I consulted with my colleague brief holder for Community and the Leader, (as those brief holders with links to my own), as to how I might go about this. In conclusion I proposed to undertake a brief study to establish:

- What the current position is
 - What we are doing well, what and how information is generated and how we are using it
- Research and identify best practice elsewhere
- How we might improve
 - Identify and clarify how members and officers can work together to ensure that the council is responsive to local needs in respect of strategic decisions and operational services.

This would involve looking at two specific elements:

1. Identifying council mechanisms for engaging with the community, for example listening days, regular surveys etc.

I would carry this out by meeting with appropriate officers to ascertain what happens now and how this might be improved.

2. Consulting with all members on how they keep in touch with their constituents.

I would carry this out by arranging member focus groups/surveys to identify how members ensure a two-way dialogue with their constituents and how this feeds into the council.

This report details the actions taken in undertaking this study, highlights the key findings and provides recommendations for improvement.

Undertaking the study

A questionnaire was distributed to all members in February 2005 and 33% responded to this request for information.

The questionnaire was supplemented by two focus groups with members, on 22 and 25 February, and in total 19 Fylde Borough members (37%) and one parish councillor took part. The focus groups were able to expand on the issues raised by the questionnaire.

A focus group was held with key officers involved in consulting and engaging with the public, on 3 February. In addition, a brief audit of current practice with regard to regular and one-off consultation exercises was also undertaken.

Overview of findings

Details of the key findings from each of the above exercises are contained in Appendix A.

In summary, members of the council are involved in a range of activities that collectively enable the council to keep in touch with the needs and views of the community. Some members are at times unclear who to direct their queries and concerns to and can become frustrated by access issues.

There is the potential to consider the timing of annual consultation exercises to feed into the corporate planning cycle and so influence strategic decisions.

With regard to officer processes, there are pockets of expertise with regard to approaches to accessing 'hard to reach groups' and analysis software that could be shared and adopted more widely within the council. The council's Consultation Strategy (2004) contains useful checklists and guidance. Elements of the strategy still need to be implemented, including, skills training and the co-ordination of an annual timetable for consultation.

Officers are able to cite specific examples of where consultation findings have informed strategic and service decisions and results have led to improvements in service delivery. It is important to note that consultation has led to real improvements in service delivery. Details are included in the appendix.

Good practice consultation

During the staff focus group staff expressed concern as to whether they had the skills to 'ask the right questions' and design questionnaires and discussions for effective consultation. The Market Research Society (MRS) and Local Authority Research and Intelligence Association (LARIA) have published a document entitled *Using surveys for consultation*, (February 2005). This document provides simple and practical guidance with tips on how to construct and sequence questions in order to avoid bias. It addresses the issues of clarity, fairness, respect for the respondent's rights, presenting the results and sources of advice when conducting surveys. This would provide useful guidance for our staff.

LARIA and the Local Government Association (LGA) have published a discussion paper entitled *Local authority research effectiveness*, (March 2005). This paper identifies four

characteristics of effective research in the local government context. These have been grouped into four categories as follows:

- **research capacity** - including financial resources, numbers of research staff, skills, opportunities for training and professional development, ICT and information support and effective utilisation of existing datasets;
- **research organisation** and culture - including the location of the research function within the local authority, systems for commissioning research, coordination of research across the authority and with external partners, and senior management and member commitment;
- **quality and type of research** - including links to the authority's corporate and service delivery priorities and quality assurance mechanisms; and
- **communication and impact** – including presentation of research findings, existence of a register or database of research and impact on policy and practice.

Borough Council's with finite resources will be mindful of ensuring that their consultation activities provide value for money and indeed are effective. Both the officer and member focus groups echoed these concerns and officers in particular recognised the potential for consultation within the council to be better co-ordinated.

Local authority research effectiveness is to be followed up during Summer 2005 with detailed guidance and good practice examples that the council will be able to utilise.

Recommendations

This brief study has identified many elements of good practice with regard to community engagement in Fylde. This is exemplified from the range of activities in which members take part in order to keep in touch with the views of residents and to keep them informed and from the pockets of expertise displayed by officers. The following recommendations have emerged from this exercise and build upon existing good practice:

- **At the service level**
 - Service comments and queries from elected members should be made in the first instance to *Fylde Direct*
 - Officer and service manager responsibilities should be further clarified and made available to members in order for them to better understand the organisation
 - Ward members concerns over trends in queries and complaints should be brought to the attention of the appropriate brief holder or champion
 - Collectively members display a range of engagement activities – individual members could learn from one another by referring to the list of activities and suggestions from their colleagues in Appendix A
 - A network of officers involved in consultation should be brought together under the guidance of an Executive Director in order to share and promote effective, good practice eg. with regard to 'hard to reach' groups and expanding the use of SNAP software; opportunities for internal 'shadowing' should be explored
 - That officer network should consider the guidance documents *Using surveys for consultation* and *Local authority research effectiveness* and other good practice guides to determine how these can be adopted within the council, including exploring the potential for joint work with partners and other agencies to maximise efficiencies
 - The officer network should determine how the existing Consultation Strategy can be fully implemented, with particular regard to the annual co-ordination of consultation, ensuring that staff have appropriate skills and that professional advice is sought when appropriate
 - The officer network should identify where service consultation is not taking place and explore the potential for further service engagement

- Those conducting consultation exercises need to ensure feedback is given to consultees and that we publish the results, adopting a '*You said...we did...*' approach.
- **At the strategic level**
 - Make full use of the Local Strategic Partnership's (LSP) People's Panel to provide reliable evidence of views on key issues affecting citizens and council decisions
 - Undertake strategic consultations eg on corporate objectives and priorities (eg Listening Day) to feed into the annual planning cycle between April and June (corporate objectives and priorities are reviewed in July – see attached planning cycle at Appendix B).

Conclusions

This study has identified good practice within the council and also the potential to build upon that good practice. It is clear that officers and members are keen to make improvements and recognise the value of engaging those citizens who we are here to serve.

I would like to thank all those who have participated in this study, colleague members who completed the questionnaire and took part in the focus groups and officers who completed the consultation audit and took part in the focus group. I would also like to thank Dave Joy, Executive Director and Pam Booth of the IDeA, who have supported me with this work.

Paul Rigby
Community Engagement brief holder

Appendix A

Key findings

The member questionnaire (33% responses)

'How do members keep in touch with the views/needs of their constituents?'

59% of respondents hold ward surgeries (monthly, quarterly or bi-monthly)
47% hold their surgeries with other members
58% hold community surgeries, with the police, parish or county councillors

'How do members keep their constituents informed of local or council issues/actions?'

82% of respondents issue a ward newsletter, 53% do so quarterly and 53% do so with other ward members

Suggestions for how members can collectively or individually keep in touch with the views and needs of their constituents included:

- Attend coffee mornings, meetings and farmers market
- Use the council web site and emails
- Work with local MPs
- Hold ward surgeries
- Publicise email and telephone numbers of councillors
- Work with Parish councillors
- Take part in Listening day and democracy week
- Attend PACT meetings
- Use the information gathered on run up to elections
- Engage the public in issues that concern them eg. car parking

Suggestions for how members can collectively or individually keep their constituents informed, included:

- Use village notice boards
- Produce regular leaflets or newsletter
- Use local newspapers
- Encourage media to attend meetings
- Speak to interested groups
- Personal contact
- Telephone contact
- Pass on information from officer briefings
- Maximise electronic means

Key findings

The member focus groups (37% of members took part)

Overall members attending the two focus groups confirmed that it is important to them as members to keep in touch with the needs and views of their constituents.

Suggestions for how members can collectively or individually keep in touch with the views and needs of their constituents, or how this might be improved included:

- From parish plans
- From attending parish council and PACT meetings

- Attend church and school events
- Same day drop off questionnaire and collection
- Knocking on doors – particularly over a specific issue
- Ward councillors calling a local meeting
- More/better publicity for public council meetings
- Consult tourists and the tourist centre
- Hold community forum meetings in the community
- Walk the ward
- Use local radio
- Hold public meetings on major issues
- Direct mail
- Website pages for individual members
- Establish diary of community meetings

‘How should this information be fed into the council?’

At the service level:

- Advise the member of the public who to contact and how
- Contact the service manager by email or phone
- Bring trends/issues to the attention of the brief holder, champion or leader, as appropriate
- Discuss with parish councillors
- Monthly PACT meetings – local issues will be taken forward
- Contact county councillor or MP, as appropriate
- Contact other organisations as appropriate

At the strategic level:

- Reports to community forums to influence corporate direction and priorities
- To scrutiny management board to clarify approach
- To the Executive Directors to refer to the Local Strategic Partnership
- Feedback from the bi-monthly parish liaison meetings to all members

Issues arising from the discussions:

- Clarify service manager responsibilities for members
- Address the issue of officer answer phones – members want to speak to someone
- Ensure officers advise the member of progress on their query
- Communicate and explain things more to the public
- Ensure key issues/topics of interest to the public on council agendas
- Improve the standard of debate at council meetings – more questions of officers, more evidence

Key findings

The officer focus group

Overall officers confirmed that consultation is important to them as managers running a service.

To the question, ‘why is consultation important and what are the benefit?’ officers responded that consultation:

- Provides feedback and direction for our services
- Tells us whether we are getting it right
- Allows the public to feel involved and valued
- Informs priorities and strategic decisions

- Can explore areas of concern and conflict
- Can identify views that may not have been considered
- Provides feedback on the performance and quality of our services
- Can help drive improvement – identifies customer needs
- Keeps us in touch with the community
- Can help us redirect resources

To the question 'who do you consult with?' officers identified:

- Some consultees are prescribed eg planning requirements
- Members
- Residents
- Visitors
- Service users
- Lytham St Anne's Express readers
- Staff and trade unions
- Partners

'What we do well' with regard to consultation, officers identified:

- Statutory surveys and some customer surveys
- The content, quality and analysis (use of SNAP software)
- Use of the website
- Pooling resources with local groups and partnerships

'What we do not do so well/could do better at':

- A citizen's panel would help
- Lack of internal co-ordination of consultation – no internal programme
- We need to make sure we ask the right questions
- Engage those staff that have an appetite for this work
- Improve consultation on the Community Plan
- Lack of service user consultation
- Implement fully the Consultation Strategy
- Make SNAP more widely available within the organisation
- Ensure that feedback is always given to consultees, (what you said... what we did...)
- Publicise results, use Fylde in Focus
- Ensure consultation is cost effective
- Use a variety of consultation methods and use the website more
- Better training for staff to ensure they have the skills

'How do we use the results of consultation?' – 'Are there specific examples of where improvements have been made as a result of consultation findings?'

- To set priorities and objectives and identify non-priorities
- To inform service improvements (need to do more of)
- To inform strategies and modify plans
- Analysis of trends annually
- The Benefits service – the speed of dealing with applications has been halved
- Landlords survey – wanted more information so a pack was put together for them
- Lowther Pavilions user survey – wanted more leaflets, mail shots
- Fairhaven Lake survey resulted in a business plan and improvement plan providing signage, maps, leaflets, cleaning of paths.
- Allotments – were going to introduce an Association but consulted and the allotment holders didn't want one
- St Anne's town centre exhibition - wind breaks and the lack of car parking were identified by consultees
- Employee survey – the 'old' departmental structure and poor office accommodation were identified as issues to be addressed

Possible actions, identified by officers, to improve consultation and engagement, included:

- Consider setting up a citizen's panel
- Ensure that consultation results are fed back into the council
- Identify a resource to co-ordinate consultation
- Re-visit the consultation strategy and ensure implementation
- Provide skills training for officers – are we asking the right questions in the right way
- Make better use of existing mechanisms
- Research and share best practice

Key findings

Consultation audit

A brief consultation audit (high level questions on one page of A4) regarding current processes has been completed in respect of 12 regular or one-off consultation exercises. Key messages emerging include:

- Many officers are using SNAP software – there is potential for this to be used more widely
- There are pockets of expertise with regard to using particular approaches to access 'hard to reach' groups – this expertise should be shared and adopted more widely
- There is potential for a number of annual consultation exercise to be timed to feed into the annual corporate planning cycle
- Some officers have identified that more needs to be done to systematically feedback the results of consultation to consultees and into the council
- Officers are able to cite examples of where the results of consultation have informed decisions and/or led to service improvements.

DIAGRAM 1. ANNUAL PLANNING & BUDGET CYCLE - OVERVIEW & SCRUTINY FORUMS

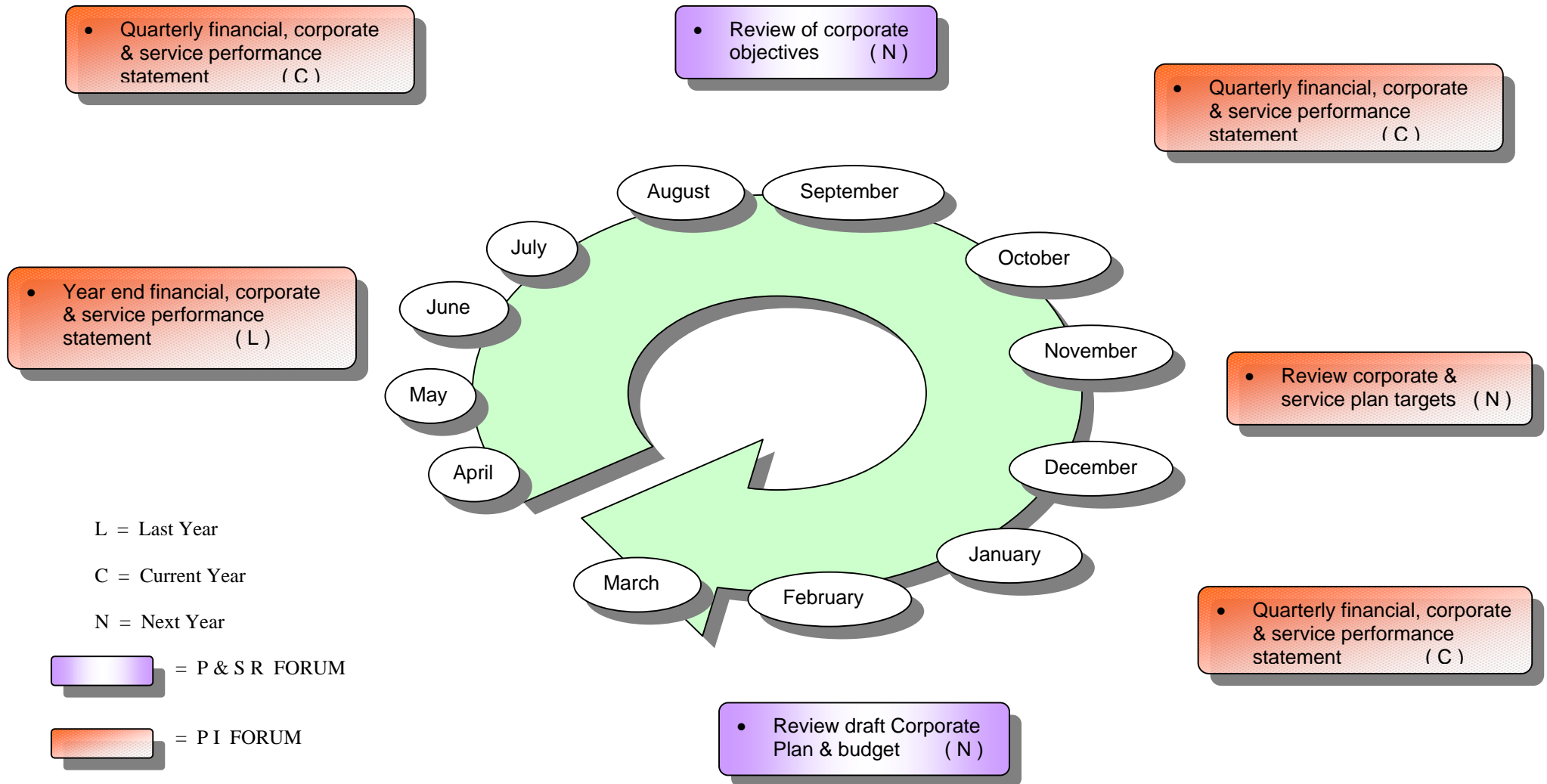


DIAGRAM 2. ANNUAL PLANNING & BUDGET CYCLE - COUNCIL & EXECUTIVE COMMITTEE

