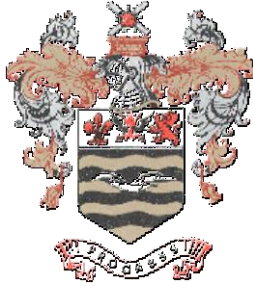


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BLACKPOOL COUNCIL

Tuesday, 17 November 2015

To: The Members of Blackpool Council

Mr Mayor, Ladies and Gentlemen

You are hereby summoned to attend a meeting of **Blackpool Council** to be held in the Council Chamber at the Town Hall, Blackpool on Wednesday, 25 November 2015 commencing at 6.00 pm for the transaction of the business specified below.



Director of Governance and Regulatory Services

Business

1 DECLARATIONS OF INTEREST

Members are asked to declare any interests in the items under consideration and in doing so state:

- (1) the type of interest concerned; and
- (2) the nature of the interest concerned

If any member requires advice on declarations of interests, they are advised to contact the Head of Democratic Governance in advance of the meeting.

2 MINUTES OF THE LAST MEETING HELD ON 16 SEPTEMBER 2015 (Pages 1 - 4)

To agree the minutes of the last meeting held on 16 September 2015 as a true and correct record.

3 ANNOUNCEMENTS

To receive official announcements from the Mayor.

4 EXECUTIVE REPORTS TO COUNCIL (Pages 5 - 28)

To consider the attached reports to Council from the Leader of the Council, the Deputy Leader of the Council (Tourism, Economic Growth and Jobs) and the Cabinet Secretary (Resilient Communities).

Members are reminded that:

- Each Senior Executive Member has up to three minutes to present their report, after which there will be a period of no longer than 15 minutes per report for questions/comments (a green card will give a one minute warning, red for the end of the debate).
- There will be three minutes per question/ comment from any Councillor on anything within the portfolio and no limit to the number of times a Councillor can ask a question.
- There will be a period of up to ten minutes for a response from the Senior Executive Member (or relevant Cabinet Member) at the end of the questions/ comments for each report.

5 STATEMENT OF POLICY AND PRINCIPLES UNDER THE GAMBLING ACT 2005 (Pages 29 - 38)

To consider the recommendations of the Executive relating to the review of the Council's Statement of Licensing Policy under the Gambling Act 2005.

6 COUNCIL PLAN 2015/ 2020 (Pages 39 - 48)

To consider the recommendations of the Executive relating to the new Council Plan 2015/ 2020, this presents two new priorities for Blackpool Council for the next five years.

7 GOVERNANCE REVIEW - COMBINED AUTHORITY (Pages 49 - 96)

To outline the findings of the Governance Review undertaken for Lancashire and set out the next steps and recommendations.

8 INDEPENDENT REMUNERATION PANEL AND STANDARDS INDEPENDENT PERSONS APPOINTMENTS (Pages 97 - 100)

To consider the appointment of Independent Remuneration Panel members and the proposed extension to the term of office for the Independent Persons appointed under the Localism Act 2011.

9 HONORARY ALDERMEN (Pages 101 - 104)

To consider the proposal for a process to confer the title of 'Honorary Alderman' upon retired Councillors.

10 CHIEF OFFICERS

(Pages 105 - 108)

To ratify the recommendations of the Chief Officers Employment Committee.

11 HOMELESS ORGANISATIONS IN BLACKPOOL

(Pages 109 - 110)

To consider the motions which have been submitted as set out at Item 11 in accordance with Procedure Rule 12.1.

Venue information:

First floor meeting room (lift available), accessible toilets (ground floor), no-smoking building.

Other information:

For queries regarding this agenda please contact Yvonne Burnett, Democratic Governance Senior Advisor, Tel: (01253) 477034, e-mail yvonne.burnett@blackpool.gov.uk

Copies of agendas and minutes of Council and committee meetings are available on the Council's website at www.blackpool.gov.uk.

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Present:

Councillor Callow (in the Chair)

Councillors

Benson	Cox	Jones	Ryan
Blackburn	Critchley	Kirkland	Scott
Brown	Cross	Matthews	Singleton
Mrs Callow JP	Elmes	Maycock	Smith
Campbell	Galley	Mitchell	Stansfield
Clapham	Mrs Henderson MBE	O'Hara	I Taylor
D Coleman	Humphreys	Owen	L Williams
G Coleman	Hunter	Robertson BEM	T Williams
I Coleman	Hutton	Roberts	Mrs Wright
Collett	Jackson	Rowson	

In Attendance:

Neil Jack, Chief Executive

John Blackledge, Director of Community and Environmental Services

Alan Cavill, Director of Place

Delyth Curtis, Director of People

Dr Arif Rajpura, Director of Public Health

Karen Smith, Deputy Director of People (Adult Services)

Steve Thompson, Director of Resources

Mark Towers, Director of Governance and Regulatory Services/ Monitoring Officer

Lorraine Hurst, Head of Democratic Governance

Yvonne Burnett, Democratic Governance Senior Advisor

Joe Robinson, Communications Officer

1 DECLARATIONS OF INTEREST

There were no declarations of interest.

2 MINUTES OF THE LAST MEETING HELD ON 8 JULY 2015

Resolved: That the minutes of the Council meeting held on 8 July 2015 be signed by the Mayor as a correct record.

3 ANNOUNCEMENTS

There were no announcements on this occasion.

4 EXECUTIVE AND COMBINED FIRE AUTHORITY REPORTS TO COUNCIL

The Leader of the Council and the Deputy Leader of the Council presented reports to the Council on work undertaken in their own portfolio area and those portfolios under their responsibility. The Leader also presented the report on behalf of the Cabinet Secretary. The reports covered corporate, strategic and policy issues, together with work being undertaken in transforming services and with partners. Council representatives of the Fire Authority also presented a report on the work of the authority from the meetings held in April and June 2015. Questions, comments and debate were invited from all councillors on each of the report areas.

Note:

In response to a question from Councillor Clapham, Councillor Campbell agreed to clarify whether the 55% of the contracts awarded to local suppliers stated in the report, related to the value of contracts. Councillor Campbell also agreed to confirm to Councillor Williams whether the information on the costs for the tramway consultant was commercially sensitive.

5 CONSTITUTIONAL, PROPER OFFICER AND STATUTORY OFFICER CHANGES

Members were aware of the temporary arrangements that were in place for Delyth Curtis to undertake the role of statutory Director of Children's Services and for Karen Smith to undertake the role of statutory Director of Adult Services and noted that these were due to expire at the end of September. The Council was informed that a meeting of the Chief Officer's Employment Committee had been unable to take place to review the senior management arrangements and therefore proposals were made for the arrangements to be extended until 30 November 2015.

Members considered proposals for the Proper Officer for Registration Services to be Joceline Greenaway, the Head of Registration and Bereavement Services which was a similar arrangement in other local authorities and was supported by the Registrar General's office. They also considered proposals for the Scrutiny Manager to continue to undertake the role of Statutory Scrutiny Officer and noted that Sharon Davis would undertake role in this respect.

The Council went on to consider an updated definition of a key decision following a review of the decision making criteria where it had been felt that clarification was necessary as to whether further key decision was needed when a decision had been clearly referenced within the budget.

Members also considered proposed changes to the Financial Procedure Rules in terms of expenditure incurred in excess of individual budget heads, to reflect the current financial climate of local government.

MINUTES OF COUNCIL MEETING - WEDNESDAY, 16 SEPTEMBER 2015

Motion: Councillor Blackburn proposed (and Councillor Williams seconded):

- '1. To extend until 30 November 2015 the appointment of Delyth Curtis as statutory Director of Children's Services (as defined in Section 18 of the Children Act 2004) and Karen Smith as statutory Director of Adult Services (as defined in Section 6(1) of the Local Authorities Social Services Act 1970), for the reasons set out in paragraph 5.2 of the Council report.
2. To appoint Joceline Greenaway (the Head of Bereavement and Registration Services) as Proper Officer for Registration Services (as defined under the Registration Service Act 1953).
3. To approve the revised definition for a key decision, as set out in paragraph 5.6 of the Council report.
4. To amend the Council's Financial Procedure Rules as set out in paragraph 5.8 of the Council report.
5. To agree that Sharon Davis be appointed the statutory scrutiny officer as defined in paragraphs 5.8 and 5.9 of the Council report.'

Motion carried: The motion was submitted to the Council and carried.

Mayor

(The meeting ended at 6.39 pm)

Any queries regarding these minutes, please contact:

Lorraine Hurst, Head of Democratic Governance

Tel: 01253 477127

E-mail: lorraine.hurst@blackpool.gov.uk

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Council

25 November 2015

LEADER OF THE COUNCIL –‘CORPORATE’ PORTFOLIO AREA COUNCILLOR SIMON BLACKBURN

The full details of the portfolio areas can be found on the Council’s website at <https://www.blackpool.gov.uk/Your-Council/Your-councillors/Executive-members.aspx>

Corporate Issues

Financial Monitoring

Financial performance monitoring in the early part of 2015/ 2016 has highlighted financial pressures emerging in Children’s Services, Adult Services, Property Services, Concessionary Fares, Parking Services, Community and Environmental Services and Places with estimated working balances forecast to fall by £3,167,000 against the budgeted position over the year. This fall is in the context of working balances at the start of the year of £6,188,000.

The latest month 5 financial performance report for 2015/ 2016 was reported to the Executive on 2 November 2015.

The Budget for 2015/ 2016 required total savings to be found of £25.2 million. As at 31 August 2015, (month 5) 68% of the 2015/ 2016 savings target had already been delivered. The current full-year forecast predicts that 87% will be achieved by the year-end, which takes into account new in-year pressures and savings and work is underway to close this gap further with alternative savings plan.

The full-year effect of the 2015/ 2016 savings in 2016/ 2017 amount to 77% of the £25.2 million target. This is an encouraging position after five months.

Insurance Renewals

The insurance renewals process has commenced to ensure that the Council has appropriate cover in place from April 2016. This will be the last year of the current three-year long-term agreement, however there exists the option to extend a further two years if value for money is deemed sufficient.

Benefit Claims, Council Tax and Sundry Debt Collections

The average time to process new benefit claims and changes in circumstance for September was 38 days. This increase is due to the continued clearance of a backlog of older work.

Council tax collection at the end of September was 53.1% (54.0% as at September 2014).
Business rates collection at the end of September was 52.11% (51.03% as at September 2014).

Sundry debt collection also remains high on the radar and although the sum written off in 2014/ 2015 of £115,000 is high in absolute terms it represented just 0.19% of the total £59m of sundry debt raised.

Customer First received 13,844 telephone calls during September 2015, with a call answer rate of 43%.

Employee Conference

On Monday the 19 October, we held Our Big Employee Conference and Awards at the Opera House. The conference was hosted by the Deputy Chief Executive and included presentations from both the Chief Executive and myself.

The purpose of the Conference was to ensure employees understood the vision for Blackpool and how we can work together to achieve it. Our guest speaker was Paul McGee, who is one of the UK's leading speakers and a well renowned author and he spoke about change and performing under pressure, he talked about inspiring success and thriving in challenging times.

We have some extremely committed and dedicated individuals and teams who regularly go above and beyond in their everyday duties, with customer care at the heart of everything they do. To acknowledge this our annual employee awards were interspersed throughout the conference. This year, the awards had been categorised by the Council's values. Councillors Graham Cain and Gillian Campbell presented the awards to our worthy winners.

Support for Employees at Risk of Redundancy or on notice

As in previous years, we are committed to ensuring that all staff at risk of redundancy receives a comprehensive package of support during this difficult time. A variety of support is on offer and all the information is contained in the Employee Support Booklet - Dedicated Employment Adviser Support.

Individualised support is available from Laura Baines, an Employment Adviser within Blackpool Council's Positive Steps into Work Team. Those staff at risk/ on notice of redundancy often have many questions about their future and want the opportunity to discuss their plans with someone.

Flu vaccination programme

Flu is very easy to catch and can lead to serious complications for those with existing medical conditions. Each year the Occupational Health (OH) team for the Council encourages employees to participate in the flu vaccination programme not only to protect themselves, but to protect vulnerable service users and public that they may come into contact with. As part of the Council's contingency planning for winter the vaccination is offered to all employees. Uptake for the vaccination has increased year on year. Vaccination sessions have been held in

the OH Department and at various venues during October, so far 450 vaccines have been given with more sessions planned.

The Fairness Commission

The Fairness Commission held the second of its Older People's Summits on 9 October 2015 at St John's Conference Centre. The event was well attended and participants had the opportunity to ask questions, important to them, of the Public Sector Partners including the Council, Health, Police, Fire and Ambulance. The event was hosted by Dr Arif Rajpura, Director of Public Health and Chair of the Fairness Commission.

Working with other Lancashire Councils.

Further meetings of Lancashire's Leaders and Chief Executives have taken place over the last few months. A piece of work has been commissioned by a small team of people, including support from Blackpool Council, that will result in a proposal that can be considered as part of the Council's decision making process. Areas being looked at for part of this greater co-operation proposal include Transport (Connected), Housing (Better Homes), Economic Growth (Prosperous), Skills and Health and Social Care (Public Service Reform). It is hoped there will be something for us to consider before Christmas and if agreed, action would be taken in the New Year.

Strategic Issues

Emergency Control Centre.

A project has commenced to consider the feasibility of setting up an Emergency Control Centre at Bickerstaffe House, which could be used by multi-agencies should a major incident occur. Steps are being taken to explore property business continuity arrangements should any of the core Council buildings become unavailable.

Council Survey

We want to make sure that we have a good understanding of residents' opinions as we face another series of tough decisions on the budget, so we have engaged with local residents and staff to understand how they would cut services. Our survey was open to all residents to take part in online or face to face and we received over 250 responses from residents and around a further 350 from staff (including staff that live in Blackpool). This gave us rich information on how people would make budget reductions, reshaping the Council to deliver the services they felt was most important.

Blackpool Museum

The Council has set out to create a brand new museum for Blackpool and for the nation. It will bring together the objects, stories and memories, which together tell the local, national and international Blackpool Story. The team is working towards Project Board approval for the early designs and the development of a sustainable business plan, based on the findings of our market research and consultation. Two public consultation days in August attracted 4,000 people who endorsed the plans to date. The event attracted positive national coverage from

the BBC as well as local media interest. The next milestone is the 'Gateway Review' meeting on 30 November with Heritage Lottery Fund, the major funder of the project.

Policy Issues

Corporate Fraud

HMRC have indicated that they will be willing to share some data with Local Authorities in the future, which will help with corporate fraud investigations.

Welfare Reform and Council Tax Reduction

A welfare reform briefing note has been issued to all Members summarising the changes to welfare announced by Central Government. Further updates will be provided when more information is known. Consultation is underway for minor changes to the 2016/ 2017 Council Tax Reduction Scheme, no changes are proposed to the current 27.11% reduction in support.

Council Plan

The Council plan is on the Council agenda today and is the most important Council policy that sets the councils visions and priorities for the next five years. It has been the subject of extensive consultation with residents and employees and will shape the way that the Council undertakes its business in these difficult and challenging times.

Transforming Services

Risk Issues

Risk Services will be meeting with each of the Council's Risk Champions to assess how best to support each Risk Management Group to strike an appropriate balance between reduced resources and ensuring effective risk management and challenge.

On-line Services

The Transactional Services Team is working with Property Services and the supplier of their Asset Management System to create a new interface to the Council's Accounts Payable System to streamline the payment of invoices. This will allow suppliers to upload their own invoices. Auto-matching of invoices with purchase orders will generate a payment file that loads into the Accounts Payable System, reducing duplication of work and speeding up payment of invoices to suppliers.

The Benefits Service has recently gone live with the automated download of the Housing Benefit and Council Tax Reduction online form directly into the back office processing system, which will assist in improving processing times.

The Bulky Matters online removal service has proved successful with 35% of customers booking their own collection online during September.

**DEPUTY LEADER OF THE COUNCIL (TOURISM, ECONOMIC GROWTH AND JOBS) –
COUNCILLOR GILLIAN CAMPBELL**

The Places area covers my portfolio and those of:

- Councillor Fred Jackson (Municipal Assets),
- Councillor Mark Smith (Business and Economic Development) and
- Councillor Wright (Housing, Procurement and Income Generation).

The full details of the portfolio areas can be found on the Council's website at <https://www.blackpool.gov.uk/Your-Council/Your-councillors/Executive-members.aspx>

Corporate Issues

Procurement

A total of ten contracts have been awarded within the Council since the last report with a total value of £2.3m. With the exception of one very large contract for the Blackpool Museum Project, which was awarded to a London-based company, 59% of the remainder went to local suppliers.

Procurement has also acted on behalf of Council companies in awarding four contracts (value in excess of £1.3m and all out of area).

Public Space Protection Orders

On 20 October 2014, the Government implemented the Anti-Social behaviour and Policing Act 2014 ("the Act). The purpose of the Act is to give Local Authorities and the Police more effective powers to tackle anti-social behaviour (ASB), providing better protection for victims and communities.

Amongst these new tools and powers are Public Spaces Protection Orders (PSPO's), which are designed to stop individuals or groups committing anti-social behaviour in a public space. It is for each individual Council to determine what behaviour(s) it wants to make the subject of a Public Space Protection Order.

A consultation exercise has been carried out regarding the implementation of PSPO's in the town centre and promenade and involved in excess of 1,000 people through either face to face interviews, online or paper responses.

As a result of the feedback the Executive on 5 October 2015 agreed PSPO's for the town centre and promenade, which relate to the following:

- Street drinking
- Loitering around cash machines / shop entrances
- Rag Mag sellers / purporting to be collecting for a charitable cause
- Lucky charms / heather sellers
- Engaging youths in card tricks etc.

Travellers

Six Court Orders have been obtained to remove illegal incursions/ encampments and thereafter efficient clean ups. Injunction protecting all Council and open land from encampment by one problematic extended family.

Bridge Works

The Council has been successful in seeking funding from Growth Funding and from the Local Transport Plan to enable essential repairs and reconstruction of ten strategic bridges to be undertaken at a total estimated cost of £11.365m.

The first bridge to be upgraded will be Princess Street Bridge, which will cost £1.3m, with work commencing on 9 November 2015 and completed prior to Easter 2016.

Bathing Water Quality

As members will be aware, Blackpool's seawater quality is monitored by the Environment Agency as part of the European Water Directive. I am pleased to report that all four of Blackpool's areas which are tested (South/ Central/ North/ Bispham) passed the stringent tests this summer.

The results are aggregated over the last four years and as a result of this, Blackpool will not be required to place signs on the promenade next year informing people that the water is unsuitable for bathing.

This is an excellent result and reflects the hard work of the Fylde Coast Peninsula Water Management Group, which includes the Environment Agency and United Utilities.

Strategic Issues

Highway Asset Strategy

A new Highways Asset Strategy is being developed, which when approved will set the way forward for a Highways Asset Management Plan. This plan is to be based on the future aspirations for the town's highway network and will form part of the Department for Transport's new funding model.

An opportunity for Members to be involved in the process will be available on 10 December, with the senior manager of Highways from the Department of Transport (DfT) involved.

Policy Issues

Housing and Planning

Recent Government announcements on Housing and Planning are likely to reduce the provision of affordable housing in Blackpool. The announcement in July of on-going rent reductions in social housing over the next four years puts pressure on the business plan for Council housing, limiting the potential for any more new Council housing after the re-development of Queens Park. The Housing and Planning Bill may require some “high value” Council housing to be sold and force the sale of affordable homes by housing associations. Other measures erode the potential for new affordable housing for rent as part of new housing developments, with the Government allowing developers to provide starter homes with 20% discounts on sales prices instead of affordable homes for rent.

Traveller Sites

On 31 August 2015, Government published changes to planning policy for Traveller sites. The changes require Gypsy and Traveller Accommodation Assessments (GTAA's) to determine whether households living on sites, encampments and in bricks and mortar fall within the new definition of a Gypsy, Traveller or Travelling Show person. In determining whether persons are “gypsies and travellers” for the purposes of this new planning policy, consideration will now have to be given as to whether they are still travelling or whether they have permanently ceased to travel.

Consultants undertook a joint GTAA for Blackpool, Fylde and Wyre in 2013/ 2014, which determined a future need of 38 pitches for Blackpool to 2031. We are currently liaising with the consultants who undertook our assessment regarding the impact of the policy changes on our requirement. It appears likely that we will have to re-assess our future requirement under the new definition. However, the implications are that our requirement is likely to go down, although clearly at this stage we do not know by how much.

Blackpool Local Plan Part 1: Core Strategy

The Main Modifications to the Blackpool Local Plan Part 1: Core Strategy was consulted upon for six weeks from 25 August to 6 October 2015. In response to the consultation, only ten representations were received making 32 comments on the main modifications. These representations are now before the Inspector for his consideration along with all representations and evidence heard at the Examination hearings, which took place in May of this year. It is expected that the Council will receive the Inspector's draft report on the Core Strategy at the beginning of November 2015. The Council will be given two weeks to check the report for factual errors and inform the Inspector. Following this, the Inspector will publish his final report. If the final report from the Inspector is received in November and the Inspector

considers the Plan to be sound it is anticipated that the Blackpool Local Plan Part 1: Core Strategy will be presented to Full Council in January 2016 for adoption.

Hackney Carriage and Private Hire Policy

On 31 October, the Licensing Committee agreed to consult on a revised Hackney Carriage and Private Hire Licensing Policy. The draft policy has a particular focus on Safeguarding against child sexual exploitation, with drivers receiving appropriate training on safeguarding issues. There is also a greater emphasis on the fit and proper test for drivers.

Transforming Services

Closure Order

A three-month Closure Order under the provisions of Anti-Social Behaviour Crime and Policing Act 2014 was obtained in relation to a premise in Blackpool to prevent the occurrence of future disorder or serious nuisance.

WIFI Upgrade for Blackpool Libraries

Following the overhaul of the public ICT network, Blackpool Library Service has been granted a total of £45,822 from the Arts Council of England to enhance Wi-Fi in all eight libraries. The Wi-Fi in Public Libraries in England fund was set up following William Sieghart's Review of Public Library Services and is an early priority for the Libraries Task Force. In Blackpool, this means that the service will be able to upgrade the current provision to make it even faster and more easily accessible. It will allow the service to support further the work around tackling digital exclusion, leading to growth in digital skills and supporting employability and business growth.

Public Consultation on Library Opening Hours

The consultation on library opening hours is underway and closes on 20 November 2015. The review is proposing to make changes to opening hours based on the evidence of current usage and customer demand. We are working to a set of key principles:

- Maintaining library provision within a reasonable travelling distance of every home in Blackpool (and taking account of adjacent provision in Thornton and Cleveleys).
- Seeking efficiency and effectiveness in terms of cost versus usage and concentrating provision at times needed by the majority of people local to each library.
- Maintaining a degree of consistency across the service to reduce confusion.

The proposals include reducing opening hours in order to contribute to the Council's need to make savings, but also ensuring that the libraries are open when people most need to use them.

Third Sector Working

Work is underway to explore more options for our third sector partners to deliver further elements of waste services to residents at no additional cost to the Council. This is in the spirit

and ethos of increasing capacity within the third sector whilst at the same time supporting and strengthening our partnerships.

Blackpool Integrated Traffic Management scheme

The scheme's objectives are to better inform drivers on key approaches to the town about the availability of parking and provide other information that would help enhance their visit. Parking guidance information and variable message signage will be introduced with a view to better managing traffic and reducing congestion. The scheme, estimated to cost £2.16m, has been approved at October 2015 meetings of the Lancashire Enterprise Partnership, with £1.51m coming from the Local Growth Fund and 30% match from Local Transport Plan.

Working with Partners

Cosy Homes in Lancashire

Cosy Homes in Lancashire, the contract with funder SSE (energy supplier) has been completed and Local Authority Partnership Agreements have been sent to the 14 Lancashire Local Authorities who are participating in the scheme.

Property Matters

Corporate Legal Services has been acting in property matters for Blackpool Housing Company Limited and recently completed the first purchase.

The sale of the Westgate House site has now been completed.

Working with Employers

The Council is working with a range of employers across the town to develop an approach designed to support those furthest from the jobs market in the town into work. The Group, chaired by Councillor Smith recognises the importance of work in terms of transforming people's lives at an economic and personal well-being level and is establishing some clear priorities for action by understanding the demographics of the town and identifying those who need the most support to become work ready.

Business Advice Events

The Council's Business Support Team is hosting a week of eight free and professional business advice events (16-22 November), aimed at enthusing and inspiring local entrepreneurs, as part of Global Entrepreneurship Week (GEW), the world's largest campaign to promote entrepreneurship. The events will be based at the Blackpool Enterprise Centre where delegates also have the opportunity to view the professional office and meeting room facilities available to the local business community. Further information is available at www.blackpoolunlimited.com, the Council's business information and advice portal.

Reader Development

With over 60% of our residents struggling with literacy, getting people reading is never more important. The Library Service runs a wide variety of reader development activities for people of all ages and is engaged in a number of key partnerships. In Blackpool, a working group has been established in collaboration with Children's Services, which links to the Blackpool Challenge. At a regional level, our Reader Development Manager is now the newly appointed strategic lead for Time to Read, a partnership with 21 Library Authorities, Arts Council England, The Reading Agency and the NW Society of Chief Librarians.

Schools Culture Hub

Blackpool has been highlighted by Arts Council of England (ACE) as a model of good practice for its Schools Culture Hub, a partnership between Cultural Services, Children's Services, Grundy Art Gallery, Grand Theatre, LeftCoast and the Blackpool Schools Partnership. The partnership was recently visited by the ACE National Director of Learning and works to build new creative opportunities for Blackpool students, linked to the curriculum, helping to strengthen pathways into the creative industries, higher education and employment. Blackpool has been selected as the location for the regional launch of the Local Cultural Education Partnership by Curious Minds and the Arts Council, which will take place in the Winter Gardens in November.

LeftCoast

LeftCoast was established in 2013 with the support of Blackpool Coastal Housing, Wyre Council, Grand Theatre and Merlin. The programme builds participation in the arts amongst those who would not normally engage and supports the development of the cultural industries as a core part of the visitor economy. The project has just been awarded a further £1 million to continue the programme beyond October 2016, building on the original £3 million from Arts Council of England. The programme has been commended for exceeding targets, its quality work, and scale of ambition.

Rover

After winning the Letsrecycle.com national award for excellence in Waste Management in June this year, the service also won the Local Authority Recycling Advisory Committee's (LARAC) national award earlier in October. The service has been hailed as the "Best Partnership" by LARAC for the Council's partnership with charity Helping Hands who run the service five days a week. Rover, which launched back in October 2013, has collected 243 tonnes of recycling from 14,000 local residents that otherwise would have potentially gone to landfill.

Re-Use Shop

Third Sector Partner, Calico, is refurbishing the empty golf discount shop on Counce Street (opening end of November) and converting it in to an additional outlet for refurbished white goods (washers, dryers, cookers, etc.).

They will deliver these household items to customers as well offer a take-back scheme for old, faulty appliances. All this not only supports those in greatest need, but also helps to support the Re-New Workshop at Bristol Avenue in terms of achieving sustainability.

CABINET SECRETARY (RESILIENT COMMUNITIES) – COUNCILLOR GRAHAM CAIN

The Resilient Communities area covers my portfolio and those of:

- Councillor Eddie Collett (Reducing Adult Inequalities and Adult Safeguarding),
- Councillor John Jones (School Improvement and Children’s safeguarding), and
- Councillor Maria Kirkland (Third Sector Engagement and Development).

The full details of the portfolio areas can be found on the Council’s website at <https://www.blackpool.gov.uk/Your-Council/Your-councillors/Executive-members.aspx>

Strategic Issues

Headstart

The Council continues to work with key partners on the Headstart third phase bid. Headstart is a Big Lottery initiative designed to build on the successful programmes already developed as part of a strategy to improve the resilience and emotional well-being of young people between the ages of ten to sixteen.

Public Health Grant Proposed Target Allocation Formulae

The Department of Health (DH) has launched a consultation on proposed new target allocation formulae for the Public Health Grant for 2016/ 2017 on 8 October 2015. The consultation closed on the 6 November 2015. The formulae aims to redistribute the Grant across England based on need. The formulae measures need by using mortality rates for the under 75s as a proxy, but with additional components for sexual health services and drug and alcohol services.

Historically the NHS invested heavily in public health interventions, as Blackpool is the most disadvantaged Local Authority in England with the worst life expectancy. This was reflected in the original Public Health Grant.

The overall impact of the proposed changes is that Blackpool would receive 0.28% of the national pot compared to the current figure of 0.30%. The key drivers of the reduction are the sexual health and children’s services (0-5) elements of the formula. Without these two elements, the allocation would be 0.34%.

The consultation suggests that the revised formulae would only slightly disadvantage Blackpool by 0.02%, which seems negligible, but in fact, it would mean the loss of approximately one third of the total public health grant received if implemented in 2016/ 2017. This is because the current DH formulae have not been implemented, but used to inform a slow pace of change,

with some Local Authorities receiving a larger increase in resources rather than a cut to some to fund an increase for others.

SIGOMA colleagues at Barnsley Council have calculated that the full implementation of the formulae (except for children's services (0- 5), which they have not calculated) would result in a reduction of £6.84 million on the current budget of £17.946 million, taking it to £11.106 million, for Blackpool. The Council has formally responded.

Adult Social Care

There has been a significant increase in the number of requests for assessment from both service users and carers since the Care Act was implemented in April 2015. The Service is presently analysing the information to better quantify the impact this is having on Providers and individuals.

Care Costs

Increases to the National Minimum Wage from October 2015, extension of auto-enrolment for pensions and the announcement of a National Living Wage of £9 by 2020 will see increased costs in providing services commissioned by the Council.

The Care Act stipulates that the Council must consider the rates it pays contracted Providers and have regard to their ability to meet these new obligations. The Council has been working closely with care Providers who have been supplying cost data to enable the Council to develop a detailed understanding of the pressure on direct care costs.

The data will allow the Council to model the changes to direct care costs and fees over time in order to project the implications for future Council budget setting at departmental and Council levels.

Child Sexual Exploitation (CSE)

The CSE sub group of the Safeguarding Board has recently updated the multi-agency action plan with most actions being rated as green. The service has also presented at Scrutiny Committee as a thematic and this will be followed up again in six months time. Additional resources have been moved into the Awaken Team to support improved capacity to undertake direct work with children. In addition and in preparation for a possible thematic Ofsted inspection, the Blackpool Safeguarding Children's Board will be undertaking a multi-agency case audit to identify strengths and areas of improvement.

Inspectorate Framework – Children's

The Children's Centre inspection framework is now on hold pending national revision. A number of centres were due to be inspected, but this will now not occur until 2016.

School Inspections

As of 1 September 2015, the Ofsted Inspection Framework has been replaced with the Common Inspection Framework (CIF). The new framework includes a common approach to inspection from Early Years through to Post 16.

There are new elements within this Framework that schools and providers will need to address including the Prevent Duty. The Council has organised training both centrally and for individual schools to address this area.

During this term, there have been no school inspections in Blackpool, this reflects national practice and is a result of Ofsted building capacity within their teams.

Blackpool School Improvement

This term, the School Improvement Partners have been trialling a new system of school categorisation. This replaces the annual review and enables School Improvement to work alongside both the Head Teacher and Chair of Governors in reaching a joint evaluation of a school's need and in the case of a maintained school, appropriate levels of support. This system will lead to ongoing focused visits from the School Improvement Partner to each school. A system of Quality Assurance has also been set up, which will require all visits from School Improvement to schools to be monitored and evaluated for focus and impact.

Challenge Board (Schools)

The Challenge Board continues to work closely with school leaders to align assessment needs across the town, curriculum design, continuing professional development and ensure that exclusions and Children missing from education are minimised.

The Board has been successful in securing money from the Regional Schools Commissioner to fund transition activity between primary and secondary clusters. This project is led by the tracking school and will focus on curriculum, assessment, marking, teaching, and learning strategies between primary and secondary schools.

The Challenge Board has also agreed to fund a pilot model between South Shore and feeder primary schools, which seeks to target and support children in Year 5 who are most at risk of permanent exclusion when they move to Secondary Schools. This project will be led by Education Diversity.

The Local Authority will be relaunching the Behaviour Advisory Teacher Partnership shortly, which will include all Secondary Schools. The partnership will meet half-termly and work remotely to ensure effective identification, assessment and provision for young people to minimise exclusions from mainstream schools. This will include support from Educational Psychology Service the Virtual School and the Children Missing Education team.

A new Inclusion Board chaired by Councillor John Jones will review all cases of permanent exclusion, provide independent appeals for parents and will monitor breaches of admission regulations in order to minimise the period of time children spend on the out of school register.

Youth Offending Team

The Youth Justice Board has now confirmed that the Youth Offending Team (YOT) has made sufficient improvement and progress and is no longer considered as being in need of additional intervention. A refreshed Strategic Plan and YOT Board have been launched with key areas of focus now agreed with Partners.

Corporate Parent Panel

The first meeting of the re-vamped Corporate Parent Panel took place on Thursday 29 October. The Panel agreed terms of reference and membership. Elected members have been offered a series of training sessions on the role of the Corporate Parent. The Corporate Parenting Conference, which will work with all Council Departments and partners to secure tangible pledges for improving the offer to our children, will take place on the 9th December.

The Revised Prevent Duty Guidance (Guidance for Specified Authorities in England and Wales on the duty in Counter Terrorism and Security Act 2015)

The guidance details the responsibilities of all agencies in relation to the 'Counter Terrorism and Security Act 2015'. In response to this, the Blackpool Safeguarding Children's Board is rolling out Prevent and Wrap 3 Training for all Schools in Blackpool from October to December 2015. A multi-agency programme of activity will also commence later in the year. A Children's Strategic Plan will be developed to sit with the Pan Lancashire Strategy.

SEN and Disability

The draft criteria for the joint Care Quality Commission (CQC)/Ofsted Inspection for SEN and disability (0-25 year olds and their families) in a local area has now been published. The deadline for comments is early January and the first inspections are due in May 2016.

Policy Issues

Volunteering Strategy

The Council has started to develop, with Councillor Kirkland, a volunteering strategy for the organisation. Volunteering is becoming an increasingly important feature in the town and it is appropriate to give some consideration in terms of what it means at a policy level for Departments across the Council who have and continue to develop links with volunteer groups and individual volunteers.

Smoking in Cars Campaign

From 1 October 2015 new legislation was introduced, which now means that private vehicles in England and Wales must be smoke free if they are enclosed, there is more than one person present and one of them is under 18. It is now an offence for a person of any age to smoke in a

private vehicle carrying someone under 18 and for a driver (including a provisional driver) not to stop someone smoking in these circumstances. The fixed penalty notice fine for both offences is £50. Figures released by the British Lung Foundation (BLF) in 2013 show that around 185,000 children between the ages of 11-15 in England are exposed to potentially toxic concentrations of secondhand smoke in their family car every day or most days.

Smoking near children can cause a range of respiratory illnesses such as asthma, bronchitis and reduced lung function. Passive smoking results each year in more than 165,000 new episodes of disease of all types amongst children, 300,000 primary care consultations, 9,500 hospital admissions and around 40 sudden infant deaths. This comes at a total cost of more than £23 million per year in primary care visits, asthma treatment and hospital admissions in the UK.

Care Act 2014 – Young Carers

The Care Act has brought in a number of changes in relation to young carers. The Local Authority must now identify any children who are involved in providing care and must consider whether the child or young carer should be referred for a young carer's assessment (under the Care Act) or a needs assessment (under the Children Act).

Inappropriate caring responsibilities should be considered as anything which is likely to have an impact on the child's health, wellbeing or education, or which can be considered unsuitable in light of the child's circumstances. If it appears that a young carer may have needs for support, the Local Authority must assess and agree the support required.

Local Authorities must ensure that services, facilities and resources are in place to prevent inappropriate caring roles. This should include joint protocols for identifying, assessing and referring young carers.

Transforming Services

Appointment of Providers for the Provision of Sexual Health Services for Integrated Contraceptive and Sexual Health Service (Genitourinary Medicine) For All Ages and Young Peoples' Sexual Health Service (Under 25)

It has now been confirmed that Blackpool Teaching Hospitals Foundation Trust has been appointed to deliver the services for both the all age and under 25 services for the residents of Blackpool.

This procurement was undertaken in order to meet the statutory requirement that the Council provides open access contraceptive and sexual health services, available to anyone present in its area (Health and Social Care Act 2012). This was conducted in accordance with the Council's contract procedure rules.

Public Health identified savings by shadowing the national sexual health tariff system, which gave a level of detail to ensure payment was based on activity, or care given to patients, whilst also showing a significant reduction in expenditure.

Integrated sexual health services lead to better health outcomes by reducing unintended conceptions and by reducing the amount of sexually transmitted infections in the population. An integrated service provides contraception and testing for sexually transmitted diseases (STI's) in one visit. This eliminates the need for multiple services, removes duplication and provides an opportunity for the optimum sharing of skills and resources. Using this approach makes sexual health services more efficient therefore deliver better value for money and improve the service user experience.

Adult Social Care

Highfield Day Centre Service

The Council has a statutory responsibility under the Care Act 2014 to assess the needs of Blackpool residents who appear to be in need of Community Care Services and then to arrange for the provision of those services if necessary, if the Service User involved meets the eligibility criteria. The Council views building based day care services as an integral part of personal health and social care provision and currently runs a service for adults at Highfield Day Care Centre on Highfield Road, Blackpool. The existing day care service mainly supports older adults including some people with mild to moderate dementia, but is not limited to any specific client group.

As part of the ongoing drive to identify savings and maximise efficiencies a decision was made to go out to the open market to tender for bids to operate the Highfield Day Centre Service for Adults. A new service provider was successfully appointed, Independent Living (North West). The existing and new providers have met and are working together with HR on a transition plan.

Transforming Care for Adults with Learning Disabilities (Winterbourne Review)

Since the investigation into the abuse at Winterbourne View and other similar hospitals, there has been a cross-Government commitment to transform the care of people with learning disabilities and/ or autism who have a mental health condition or display behaviour that challenges (including offending behaviours). There have been comprehensive reviews into what went wrong and new recommendations published into what care provision for this group of clients should look like.

The Regional Commissioners Network for Learning Disabilities covering the three local authorities of Lancashire, Blackburn with Darwen and Blackpool and the eight Clinical Commissioning Groups within the County have worked collaboratively to develop a five-year transformational plan for Lancashire.

The plan focuses not only on supporting the successful discharge of 93 patients in Lancashire (seven in total for Blackpool) by building local infrastructure, but also on strengthening and

enhancing existing service provision to ensure the needs of the wider learning disability population continue to be met.

In Blackpool, the ambitions of the pan-Lancashire transformational plan are currently being aligned to a set of locally determined priorities, namely;

- To improve the accommodation mix and offer specialist placements within the community
- To develop a specialist provider framework capable of meeting the needs of people with challenging behaviour and complex needs
- To expand the Integrated Community Learning Disability Team and develop the local workforce to meet community needs
- To develop additional crisis support

The Council's specialist Extra Support Service, supporting learning disabled adults at risk of challenging behaviour, is working through a service development plan in response to the Department of Health (DOH) 'Transforming Care for Adults with a Learning Disability – Next Steps' which is directly linked to the Winterbourne Audit and Review.

The Extra Support Service, together with specialist providers, will be equipped to support more individuals with very particular needs and risky behaviours within the local community and therefore prevent admissions to specialist hospitals and/or expensive out of area placements.

Working with Partners

Resilient Communities

The Council, working in partnership with Blackpool Churches, Faith groups and Together Lancashire launched this new initiative to forge deeper links in our mutual roles of serving resilient communities.

The event held on 6 November, included new research and a database, which has mapped over 60 social and community projects within Blackpool's faith communities. Collectively, they serve thousands of our most vulnerable residents, with an aggregate economic impact of more than £1.5 million.

The initiative aims to build upon successful projects like the Blackpool Food Partnership. Established for two years now, the Partnership coordinates a large volume of food bank/ food kitchen outlets, which cover the town's most deprived neighbourhoods. The next steps involve negotiating a "Faith Covenant for Blackpool". This will be a joint declaration of our intent to work in closer collaboration. Our aim is to agree a framework to help us serve the needs of the most vulnerable and build communities that are more resilient in the years ahead.

Blackpool Safeguarding Adults Board

A Commissioning Review is currently in progress in respect of the future Governance arrangements for the Children and Adults Safeguarding Boards taking into account the changes under the Care Act (2014), which gave statutory status to the Safeguarding Adults Board in April 2015. Recommendations emerging from the review are now being considered by Partner Agencies of both Boards.

Intermediate Care

Work continues with the Clinical Commissioning Group regarding the Commissioning of Intermediate Care Services and the most effective way to align service delivery to ensure that unnecessary Hospital admissions are avoided and people can be discharged from Hospital in a timely and safe manner.

School Organisation and Capital - Priority School Building Programme (Phase 1) (PSBP)

The Local Authority will see four new school facilities delivered under the PSBP programme, which is being delivered via the Education Funding Agency.

The first of the new schools will see new buildings for both Aspire Academy and Highfurlong School. The buildings were handed over by the Education Funding Agency on the 2 November 2015, with children relocated into their new premises on the 9 November 2015. The new buildings, which are constructed on the site of the old Collegiate High School on Blackpool Old Road, will see the completion of a 900-pupil place secondary school and a 54 place Special School. Work will continue on the site until January 2016 when the old Highfurlong School will be demolished and the external landscaping and car park is complete.

Works are also progressing on the new school for Hawes Side Academy. The works commenced on site during April, with the new school planned to be open by September 2016. Similarly, South Shore Academy will also see new premises being constructed under the PSBP, with works commencing during the spring of 2016 for completion by autumn 2017.

Capital Post 16 SEN Provision

The Local Authority has been working closely with both Woodlands Special School and Park Community Academy on the development of a Post 16 Special Educational Needs (SEN) facility. The facility will see the refurbishment of the old Westbury Lodge building on Whitegate Drive. Work is due to be undertaken by Blackpool Local Education Partnership and the Eric Wright Group, with an anticipated start by the middle of November and completion by early March 2016.

Youth Offending Team

In 2009, Blackpool had the highest youth re-offending rate in the country. Data now available through the national re-offending project for 2014/ 2015 shows that the rate of youth re-offending and the average number of further offences committed by young people in Blackpool are now below the national average.

The success of the YOT Partnership's prevention strategy to provide viable and effective alternatives to prosecution has resulted in the diversion of younger, less serious offenders into alternative provision. This has reduced 'First Time Entrants' to the youth justice system by 80% over the last five years. A partnership of the three YOTs in Lancashire has been successful in gaining external funding from the Police and Crime Commissioner for a Youth Justice Triage Service, with whom the YOT has worked closely to drive and sustain the improvement in performance.

The strategy has raised the age of the current YOT cohort, so that 82% are now aged 15 to 18. The needs of an older YOT cohort are now more complex and the risks they pose are greater.

Continuous Improvement Board

The launch of the above group will take place on 16 November 2015. The Group replaces the Social Care Improvement Board to take forward innovation and good practice across all agencies to ensure that Blackpool moves to a 'Good' Ofsted rating in the future.

Blackpool Music Service and Music Education Hub

Service Level Agreements have been confirmed with 97% of Blackpool Schools. They now deliver up to 22 hours of tuition per week in every Blackpool School bar one.

Duke of Edinburgh

The Service is currently completing Stage 2 of a Reaching Communities Bid, which is due for submission on 10 December 2015. If successful, the Local Authority will be able to ensure that Duke of Edinburgh will be sustainable in Blackpool for the next three years. The Local Authority will develop the award across the town, targeting and reaching out to our most deprived and vulnerable young people, by setting up, supporting and developing more Duke of Edinburgh Centres and creating more opportunities for more young people to access the award.

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Report to:	Council
Relevant Officer:	Mark Towers, Director of Governance and Regulatory Services
Relevant Cabinet Member	Councillor Gillian Campbell, Deputy Leader of the Council (Tourism, Economic Growth and Jobs)
Date of Meeting	25 November 2015

STATEMENT OF POLICY AND PRINCIPLES UNDER THE GAMBLING ACT 2005

1.0 Purpose of the report:

1.1 To consider the recommendations of the Executive relating to the review of the Council's Statement of Licensing Policy under the Gambling Act 2005.

2.0 Recommendation(s):

2.1 To approve the revised statement of policy and principles under the Gambling Act 2005, as recommended by the Executive.

3.0 Reasons for recommendation(s):

3.1 The Council is required to have a Statement of Licensing Policy under the Gambling Act 2005. This policy must be reviewed every three years.

3.2a	Is the recommendation contrary to a plan or strategy adopted or approved by the Council?	No, once approved the revised Statement will form part of the Council's policy framework
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3.2b	Is the recommendation in accordance with the Council's approved budget?	Yes
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3.3 Other alternative options to be considered:

None.

4.0 Council Priority:

4.1 The relevant Council Priority is

Expand and promote our tourism, arts, heritage and cultural offer
Create safer communities and reduce crime and anti-social behaviour

5.0 Background Information

5.1 The Gambling Act 2005 requires the Council as Licensing Authority to prepare and publish every three years a Statement of Policy which outlines the principles it will following in exercising its functions under the Act. The current policy came into effect on 31 January 2013 and is therefore due for review. The revised policy must be published on the Council's website four weeks before it comes into force no later than 3 January 2016.

5.2 At its meeting on 15 September 2015, the Licensing Committee approved a period of consultation on the statement of policy to take effect on 31 January 2016. Comments on the draft were invited until 23 October 2015, two comments were received.

5.1 The Licensing Committee considered the revised statement of licensing policy at its meeting on the 27 October 2015 and its recommendation was that the policy be approved as amended.

5.3 The Executive at its meeting on 2 November 2015 considered the recommendations of the Licensing Committee regarding the revised statement of policy and principles under the Gambling Act and recommended it to Council for approval.

Does the information submitted include any exempt information?

No

List of Appendices:

Appendix 5(a) – Executive Decision Notice EX42/2015

A copy of the supporting documentation to this decision notice was submitted with the agenda for the Executive for its meeting on 2 November and can be found on the Council's website using the following link:

<http://democracy.blackpool.gov.uk/documents/s9852/Appendix%203a%20Revised%20Draft%20gambling%20policy%202016.pdf>

6.0 Legal considerations:

6.1 The Gambling Act 2005 requires the Council as licensing authority to prepare and publish a statement of licensing policy every three years. The Act also requires the Council to have regard to the Gambling Commission's Guidance when preparing its statement of policy.

7.0 Human Resources considerations:

7.1 There are no Human Resources considerations.

8.0 Equalities considerations:

8.1 There are no equalities considerations.

9.0 Financial considerations:

9.1 There are no financial implications arising from the recommendations contained in this report.

10.0 Risk management considerations:

10.1 To delay the review process without approving a policy to have effect from 31st January 2016 would leave the Council at risk of not having a valid policy framework in the event of an application being made under the Gambling Act 2005.

11.0 Ethical considerations:

11.1 There are no ethical considerations.

12.0 Internal/ External Consultation undertaken:

12.1 Consultation has been undertaken as required by the Gambling Act 2005.

13.0 Background papers:

13.1 None

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Notice of:	EXECUTIVE
Decision Number:	EX42/2015
Relevant Officer:	Mark Towers, Director of Regulatory and Governance Services
Relevant Cabinet Member:	Councillor Gillian Campbell, Deputy Leader of the Council (Tourism, Economic Growth and Jobs)
Date of Meeting:	2nd November 2015

REVIEW OF STATEMENT OF POLICY- GAMBLING ACT 2005

1.0 Purpose of the report:

- 1.1 To consider the Licensing Committee’s recommendation regarding the review of the Council’s Statement of Licensing Policy under the Gambling Act 2005.

2.0 Recommendation(s):

- 2.1 To note the two representations received during the period of consultation.
- 2.2 To approve the content of the proposed policy, as amended by the Licensing Committee at its meeting on the 27th October 2015, and recommend it for approval to the Council.

3.0 Reasons for recommendation(s):

- 3.1 The Council is required to have a Statement of Licensing Policy. This policy must be reviewed every three years.

- 3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council?

No, once approved the revised Statement of Gambling Policy will form part of the Council’s policy framework

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options to be considered:

None

4.0 Council Priority:

4.1 The relevant Council Priorities are:

Expand and promote our tourism, arts, heritage and cultural offer
Create safer communities and reduce crime and anti-social behaviour

5.0 Background Information

5.1 The Gambling Act 2005 requires the Council as Licensing Authority to prepare and publish every three years a Statement of Policy which outlines the principles it will following in exercising its functions under the Act. The current policy came into effect on 31 January 2013 and is therefore due for review. The revised policy must be published on the Council's website four weeks before it comes into force no later than 3rd January 2016.

5.2 At its meeting on 15th September 2015, the Licensing Committee approved a period of consultation on the statement of policy to take effect on 31st January 2016. Comments on the draft were invited until 23rd October 2015. Two comments have been received and circulated to Executive members under separate cover.

5.3 The Executive will recall that a full review of the policy statement had been delayed pending receipt of updated guidance from the Gambling Commission (this has meant that the policy attached at Appendix 3a is very similar to the current policy agreed in 2013, as a policy needs to be in place to meet the statutory requirements). This guidance has now been received therefore a full review of the policy will take place. A fully revised draft will be brought to the Licensing Committee towards the end of 2015 with a view to conducting a 12 week public consultation.

5.4 The fully revised policy will include the development of a local area profile. The benefits of incorporating such a profile into the revised statement of policy are:

- It enables licensing authorities to better serve their local community, by better reflecting the community and the risks within it
- Greater clarity for operators as to the relevant factors in licensing authority decision making, will lead to improved premises licence applications, with the operator already incorporating controls and measures to mitigate risk in their

application

- It enables licensing authorities to make robust but fair decisions, based on a clear, published set of factors and risks, which are therefore less susceptible to challenge
- It encourages a proactive approach to risk that is likely to result in reduced compliance and enforcement action.

5.5 The Licensing Committee considered the revised statement of licensing policy at its meeting on the 27th October 2015 along with two representations received one from Coral's and one from Gosschalks on behalf of the Association of British Bookmakers. The recommendation of the Licensing Committee was that the policy be approved as amended.

5.6 Does the information submitted include any exempt information? No

5.7 **List of Appendices:**

Appendix 3a: Draft Policy for consultation

6.0 **Legal considerations:**

6.1 The Gambling Act 2005 requires the Council as licensing authority to prepare and publish a statement of licensing policy every three years. The Act also requires the Council to have regard to the Gambling Commission's Guidance when preparing its statement of policy.

7.0 **Human Resources considerations:**

7.1 There are no Human Resources considerations.

8.0 **Equalities considerations:**

8.1 There are no equalities considerations.

9.0 **Financial considerations:**

9.1 There are no financial implications arising from the recommendations contained in this report. The costs of consultation will be met from the existing Licensing budget.

10.0 **Risk management considerations:**

10.1 To delay the review process without approving a policy to have effect from 31st January 2016 would leave the Council at risk of not having a valid policy framework in the event of an application being made under the Gambling Act 2005.

11.0 Ethical considerations:

11.1 There are no ethical considerations.

12.0 Internal/ External Consultation undertaken:

12.1 Consultation has been undertaken as required by the Gambling Act 2005

13.0 Background papers:

13.1 None

14.0 Key decision information:

14.1 Is this a key decision? Yes

14.2 If so, Forward Plan reference number: 20/2015

14.3 If a key decision, is the decision required in less than five days? No

14.4 If **yes**, please describe the reason for urgency:

15.0 Call-in information:

15.1 Are there any grounds for urgency, which would cause this decision to be exempt from the call-in process? No

15.2 If **yes**, please give reason:

TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE

16.0 Scrutiny Committee Chairman (where appropriate):

Date informed: 23rd October 2015 Date approved: N/A

17.0 Declarations of interest (if applicable):

17.1 None

18.0 Executive decision:

18.1 The Executive resolved as follows:

1. To note the two representations received during the period of consultation.
2. To approve the amended content of the proposed policy and recommend it for approval to the Council.

18.2 Date of Decision:

2nd November 2015

19.0 Reason(s) for decision:

The Council is required to have a Statement of Licensing Policy. This policy must be reviewed every three years.

19.1 Date Decision published:

3rd November 2015

20.0 Executive Members in attendance:

20.1 Councillor Blackburn, in the Chair

Councillors Cain, Collett, Jackson, Kirkland, Smith, I Taylor and Mrs Wright

21.0 Call-in:

21.1

22.0 Notes:

- 22.1 The Executive received a updated version Appendix 3a including draft Statement of Gambling Policy as revised by the Licensing Committee at its meeting on the 27th October 2015 and the two representations submitted by Coral's and Gosschalks on behalf of the Association of British Bookmakers.

Report to:	Council
Relevant Officer:	Carmel McKeogh, Deputy Leader of the Council
Relevant Cabinet Member:	Councillor Simon Blackburn, Leader of the Council
Date of Meeting	25 November 2015

COUNCIL PLAN 2015/ 2020

1.0 Purpose of the report:

1.1 To consider the recommendations of the Executive relating to the new Council Plan 2015/ 2020, this presents two new priorities for Blackpool Council for the next five years.

2.0 Recommendation(s):

2.1 To approve the Council Plan 2015/ 2020, as recommended by the Executive.

3.0 Reasons for recommendation(s):

3.1 The proposed Council Plan sets the strategic direction for the organisation until 2020 and is a key element of the Council's corporate business planning framework and forms part of the Council's Strategic Policy Framework.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No, once approved the Council Plan will form part of the Council's policy framework

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options to be considered:

The Council Plan is not approved and the strategic direction of the organisation is out of date and unclear.

4.0 Council Priority:

4.1 The relevant Council Priorities forming the plan are:

Priority One : The Economy: Maximising growth and opportunity across Blackpool
Priority Two : Communities: Creating stronger communities and increasing resilience

5.0 Background Information

5.1 The current Council Plan (2013/ 2015) has now expired and Blackpool Council has taken the opportunity to refresh the Council's vision, priorities and values of the organisation for the next five years. The plan explains clearly what the Council will do to help improve the lives of local people and how the Council will measure progress.

5.2 The plan seeks to deliver our messages in a more clear and concise language whilst defining specific actions and measurable targets which focusses on two key priorities. A vision with a more detailed narrative is also a feature of the new plan which is in line with the peer review feedback received and takes into account the feedback received on the draft plan.

5.3 The Executive at its meeting on 2 November 2015 considered the draft Council Plan for 2015/ 2020 and recommended it to Council for approval.

Does the information submitted include any exempt information?

No

List of Appendices:

Appendix 6(a) – Executive Decision Notice EX41/2015

A copy of the supporting documentation to this decision notice was submitted with the agenda for the Executive for its meeting on 2 November and can be found on the Council's website using the following link:

<http://democracy.blackpool.gov.uk/documents/s9642/Appendix%20a%20Council%20Plan.pdf>

6.0 Legal considerations:

6.1 There are no Legal considerations.

7.0 Human Resources considerations:

7.1 There are no Human Resources considerations.

8.0 Equalities considerations:

8.1 The Equality Forum and the Disability Partnership were consulted in July to ensure that the views of these groups are taken into consideration as part of the development of the Council Plan.

9.0 Financial considerations:

9.1 There are no financial considerations.

10.0 Risk management considerations:

10.1 There are no risk management considerations

11.0 Ethical considerations:

11.1 There are no ethical considerations.

12.0 Internal/ External Consultation undertaken:

12.1 A public consultation on Blackpool's developing draft Council Plan ran from 24 June to 17 August 2015. The approach included an open-access online survey, paper copies available in public areas such as libraries and children's centres and face-to-face street interviews with residents in the town centre. The consultation was supported by a programme of promotion and engagement including an article in the Your Blackpool newspaper, social media engagement, press releases and the Council Couch.

13.0 Background papers:

13.1 None

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Decision of:	EXECUTIVE
Decision Number:	EX41/2015
Relevant Officer:	Carmel McKeogh, Deputy Leader of the Council
Relevant Cabinet Member:	Councillor Simon Blackburn, Leader of the Council
Date of Meeting:	2nd November 2015

COUNCIL PLAN 2015-2020

1.0 Purpose of the report:

- 1.1 To consider the new Council Plan 2015-2020 which presents two new refreshed priorities for Blackpool Council for the next five years.

2.0 Recommendation(s):

- 2.1 To recommend Council to approve the Council Plan 2015-2020.

3.0 Reasons for recommendation(s):

- 3.1 The Council Plan sets the strategic direction for the organisation until 2020.

The Council Plan is a key element of the Council's corporate business planning framework and forms part of the Council's Strategic Policy Framework. The framework for the new Plan was outlined and agreed at full Council on the 8th July 2015 subject to consultation. This report takes into account the feedback received on the draft plan and is now presented in a more detailed format for final approval.

The purpose of the Council Plan is to provide a clear and concise summary of the Council's vision for Blackpool, and the key actions that the Council will take to work towards achieving that vision.

- 3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council?

No, once approved the Council Plan will form part of the Council's policy framework

- 3.2b Is the recommendation in accordance with the Council's approved budget? Yes
- 3.3 Other alternative options to be considered:
- The Council Plan is not approved and the strategic direction of the organisation is out of date and unclear.
- 4.0 Council Priority:**
- 4.1 The new Council Plan proposes two new refreshed priorities for the next five years;
 Priority One : The Economy: Maximising growth and opportunity across Blackpool
 Priority Two : Communities: Creating stronger communities and increasing resilience
- 5.0 Background Information**
- 5.1 The current Council Plan (2013-2015) has now expired and Blackpool Council has taken the opportunity to refresh the Council's vision, priorities and values of the organisation for the next 5 years. The plan explains clearly what the Council will do to help improve the lives of local people and how the Council will measure progress.
- 5.2 The Council Plan 2013-2015 focussed on nine key priorities for the Council, which were later translated into three dominant themes. In response to the LGA Peer Review feedback in November 2014, the 2015-2020 plan has now streamlined these priorities into two key areas – the economy and communities. The plan seeks to deliver our messages in a more clear and concise language whilst defining specific actions and measurable targets which focusses on two key priorities. A vision with a more detailed narrative is also a feature of the new plan which is in line with the peer review feedback received.
- 5.3 Due to the ever changing local and national context, particularly around the economic climate and pressure on the public purse, the focus of the refreshed plan is early intervention, empowering communities and individuals and reducing demand. It stresses the Council's commitment to making the best use of public funds, whilst continuing to realise the Council's ambitions, and delivering the best possible services within the Council's financial capability which meet local needs.
- 5.4 To ensure effective management and monitoring of the Council Plan, key measures are being identified to ensure that the Council is able to demonstrate how well it is achieving its objectives.
- 5.5 Does the information submitted include any exempt information? No

5.6 List of Appendices:

Appendix 2a – The Council Plan 2015-2020.

6.0 Legal considerations:

6.1 None

7.0 Human Resources considerations:

7.1 None

8.0 Equalities considerations:

8.1 The Equality Forum and the Disability Partnership were consulted in July to ensure that the views of these groups are taken into consideration as part of the development of the Council Plan.

9.0 Financial considerations:

9.1 None

10.0 Risk management considerations:

10.1 None

11.0 Ethical considerations:

11.1 None

12.0 Internal/ External Consultation undertaken:

12.1 The proposals for the development of the Council Plan were shared with full Council on 8th July 2015. During the summer months the Corporate Development and Engagement teams ran a number of key events to promote the development of the Council Plan 2015-2020 and seek feedback from staff and residents on the draft priorities.

12.2 A public consultation on Blackpool's developing draft Council Plan ran from 24th June to 17 August 2015. The approach included an open-access online survey, paper copies available in public areas such as libraries and children's centres, and face-to-face street interviews with residents in the town centre. The consultation was supported by a programme of promotion and engagement including an article in the Your Blackpool newspaper, social media engagement, press releases and the Council

Couch.

- 12.3 A total of 396 responses to the consultation were received, comprising of 215 street interviews, 140 online submissions and 41 paper returns.
- 12.4 Over three quarters of respondents felt that the Council's draft vision for Blackpool fully or mostly meets their own vision. Comments on the vision referred to the need for a clean Blackpool, focus on residents who live in the Borough and involving local people as the vision develops.
- 12.5 There was an overwhelming agreement for the two key priorities identified in the consultation. Regenerating the town centre, improving employment opportunities and reducing anti-social behaviour are the three most important areas for the economy and maximising growth. Encouraging civic pride and responsibility and encouraging community involvement and participation are the most important areas for creating stronger communities and increasing resilience.

13.0 Background papers:

13.1 None

14.0 Key decision information:

- 14.1 Is this a key decision? Yes
- 14.2 If so, Forward Plan reference number: 10/2015
- 14.3 If a key decision, is the decision required in less than five days? No
- 14.4 If **yes**, please describe the reason for urgency:

15.0 Call-in information:

- 15.1 Are there any grounds for urgency, which would cause this decision to be exempt from the call-in process? No
- 15.2 If **yes**, please give reason:

TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE

16.0 Scrutiny Committee Chairman (where appropriate):

Date informed: 23rd October 2015 Date approved: N/A

17.0 Declarations of interest (if applicable):

17.1 None

18.0 Executive decision:

18.1 The Executive resolved as follows:

To recommend Council to approve the Council Plan 2015-2020.

18.2 Date of Decision:

2nd November 2015

19.0 Reason(s) for decision:

The Council Plan sets the strategic direction for the organisation until 2020.

The Council Plan is a key element of the Council's corporate business planning framework and forms part of the Council's Strategic Policy Framework. The framework for the new Plan was outlined and agreed at full Council on the 8th July 2015 subject to consultation. This report takes into account the feedback received on the draft plan and is now presented in a more detailed format for final approval.

The purpose of the Council Plan is to provide a clear and concise summary of the Council's vision for Blackpool, and the key actions that the Council will take to work towards achieving that vision.

19.1 Date Decision published:

3rd November 2015

20.0 Executive Members in attendance:

20.1 Councillor Blackburn, in the Chair

Councillors Cain, Collett, Jackson, Kirkland, I Taylor and Mrs Wright

21.0 Call-in:

21.1

22.0 Notes:

22.1

Report to:	Council
Relevant Officer:	Neil Jack, Chief Executive
Relevant Cabinet Member:	Councillor Simon Blackburn, Leader of the Council
Date of Meeting	25 November 2015

GOVERNANCE REVIEW - COMBINED AUTHORITY

1.0 Purpose of the report:

- 1.1 The purpose of this report is to outline the findings of the Governance Review undertaken for Lancashire and set out the next steps and recommendations.

2.0 Recommendation(s):

- 2.1 To note the contents of this report.
- 2.2 To note the contents of the Lancashire Governance Review and recommendation therein.
- 2.3 To note the contents of the draft Scheme for a Combined Authority.
- 2.4 To agree to take part in the public consultation in January/ February 2016, which will seek views on the formation of a Combined Authority for Lancashire.
- 2.5 To agree to consider the feedback from the public consultation and note that following this, those authorities who wish to form a Lancashire Combined Authority will submit a proposal to the Secretary of State for consideration.
- 2.6 To agree that delegated authority be given to the Executive to give due consideration to the public consultation and the authority to agree in principle should it wish to, that Blackpool Council becomes a constituent member of a Lancashire Combined Authority (subject to ratification by the Council).
- 2.7 That at the Council's meeting on 9 March 2016 final consideration to be given to becoming a constituent member of a Lancashire Combined Authority.

3.0 Reasons for recommendation(s):

- 3.1 To progress to the next stage of forming a combined authority for Lancashire.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options to be considered:

To not progress to the next stage.

4.0 Council Priority:

4.1 All Council Priorities are relevant.

5.0 Background Information

5.1 A Combined Authority is a formal legal arrangement, which supports and enables collaboration and co-ordination between two or more local government areas on transport, regeneration and economic growth as well as skills, housing and employment. The Cities and Local Government Devolution Bill currently going through parliament provides legislation to broaden the scope of functions and powers that it is possible to confer on a Combined Authority. It supports increased democratic accountability and transparency complementary to that provided by the LEPs to a major area of Local Government policy making. Each of the Councils who are members of a combined authority remain separate authorities, the combined authority is a mechanism to work more effectively and formally in partnership.

5.2 Five Combined Authorities across England have been established, all of which cover the five key cities across the Northern Powerhouse (Liverpool, Manchester, Leeds, Sheffield, Hull). A number of devolution proposals and deals are starting to emerge across the country. The Government has been clear that they will devolve powers and flexibilities to areas with robust governance structures in place.

5.3 Members will be aware that in October 2014 Council Leaders indicated their wish to develop closer collaborative working across Lancashire on economic related matters and to explore the options in this regard. In order to determine whether the existing arrangements are effective or would benefit from change the Leaders asked that a Governance Review be undertaken.

6.0 Governance Review

6.1 The Governance Review attached at Appendix 7(a) is the culmination of considerable collective work by the Lancashire Councils to understand the best way forward for joint working. The review explores three questions: Where are we now? Where do

we want to be? How will we get there?

6.2 As part of this review, Leaders developed ambitions for Lancashire, as set out in the document. These are:

- Prosperous Lancashire – a Lancashire that is recognised as a destination of choice, to invest in, do business in, live or visit;
- Connected Lancashire – digital and transport connectivity to promote inclusive growth;
- Skilled Lancashire – a skilled workforce to meet the demands of employers and future business growth;
- Better Homes for Lancashire – better living standards for residents with good quality homes and a wide housing offer; and
- Public services working together for Lancashire – integrated public services at the heart of local communities given everyone the opportunity for a healthier life.

6.3 In addition, with a population of 1.5 million, Lancashire should be a key contributor to the Northern Powerhouse and UK plc.

6.4 An options appraisal was undertaken and consideration was given to arrangements including enhanced status quo, Joint Committee, Economic Prosperity Board, Integrated Transport Authority, Combined Authority.

6.5 Some of the ambitions set out above can be achieved through existing partnerships and better joint working. However, in order to attract and maintain economic growth and achieve a prosperous Lancashire we need to create the right conditions for growth and provide reassurance to investors, partners and government departments that we have strong, robust governance arrangements in place that are working for Lancashire.

6.6 A Combined Authority offers the strongest governance model to attract freedoms and flexibilities from the Government. It will enable a cohesive approach across Lancashire to a range of issues including developing better and broader skills provision, including entry level skills, more co-ordinated infrastructure planning with improved use of resources, more co-ordinated approach to housing provision and more co-ordinated approach to business growth. Given Lancashire's diversity, it is recognised that a 'one size fits all' approach is unsuitable and it is recognised that some issues are best tackled on a sub-level footprint or themes relevant to a cluster of authorities across Lancashire.

6.7 Having considered the economic evidence, the ambitions for Lancashire and the current decision making arrangements, the Governance Review concludes that a Combined Authority provides the best opportunity for Lancashire to achieve its potential. The Lancashire Leaders, at their meeting on 1 September 2015 accepted,

in principle, the recommendations of the Governance Review to form a Combined Authority.

7.0 Draft Scheme

7.1 In order to establish a Combined Authority a scheme must be prepared which sets out the membership, decision-making arrangements, scrutiny arrangements etc. The draft scheme is appended to this report, Appendix 7(b).

7.2 In summary the arrangements suggested are as follows:

Membership	Those Lancashire authorities who form a combined authority, represented by the Leader. Chairman and Vice-Chairman to be appointed annually. LEP Chairman will be invited, but with no voting rights.
Voting arrangements	One vote per Local Authority (excluding transport).
Decision making	Unanimous agreement on strategic plans, investment strategy, annual budget, borrowing limits, adoption of freedoms and flexibilities, any change to combined authority arrangements. All other decision by two-thirds majority. Transport planning and investment would be subject to unanimous agreement by the three existing Transport Authorities (Blackburn with Darwen, Blackpool and Lancashire County Council).
Overview and Scrutiny	A Scrutiny Committee with representation from authorities would be established.
Finance	No member allowances will be payable. Council will meet the core costs (kept to a minimum).
Potential powers and functions	Include setting economic strategy and investment strategy for Lancashire, powers relating to transport, regeneration, economic development, General Power of Competence.

8.0 Devolution Deal

- 8.1 Some of the existing Combined Authorities have also negotiated further devolution deals with Government to gain additional and greater powers and devolved funding for their area. While there is a close link between combined authorities and greater transfer of powers, functions and funding, it is important to note that they are separate issues and subject to negotiation. The Government will not impose arrangements in any form.
- 8.2 A devolution deal and any freedoms or associated responsibilities would need the agreement of the constituent members of the combined authority.

9.0 Next Steps

- 9.1 The Governance Review and this report seek to agree the establishment of a Combined Authority, which would bring benefits to Lancashire as outlined in the Review by strengthening the partnership working across the county. A similar report is going to other Councils throughout November and December. Lancashire Leaders will meet again in January 2016 to consider any adjustments, which may need to be made to the scheme.
- 9.2 A six-week public consultation will be undertaken in January/ February 2016 with stakeholders, residents, businesses, community groups, neighbouring areas etc invited to put forward their views on the proposals.
- 9.3 Having given consideration to the outcome of the public consultation, those authorities who wish to form a Combined Authority will submit a proposal to the Secretary of State for consideration. This may include devolution proposals for freedoms, flexibilities and powers to help the Combined Authority drive forward Lancashire's ambitions alongside demonstrating the robust governance structures to be put in place outlined in the draft scheme.

Does the information submitted include any exempt information?

No

10.0 List of Appendices:

- 10.1 Appendix 7(a) – The Governance Review
Appendix 7(b) - The draft scheme for a Combined Authority

11.0 Legal considerations:

- 11.1 The legal issues are set out in the report.

12.0 Human Resources considerations:

12.1 There are no Human Resources considerations, at this stage.

13.0 Equalities considerations:

13.1 There are no Equality considerations, at this stage.

14.0 Financial considerations:

14.1 There are no financial considerations, at this stage.

15.0 Risk management considerations:

15.1 The Council needs to move to the next stage of the process to fully consider the benefits of being part of a combined authority.

16.0 Ethical considerations:

16.1 There are no ethical considerations.

17.0 Internal/ External Consultation undertaken:

17.1 Consultation has taken place with the Lancashire Leaders Group.

18.0 Background papers:

18.1 None

DRAFT REPORT OF THE LANCASHIRE AUTHORITIES' STATUTORY GOVERNANCE REVIEW

August 2015

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ABOUT THIS REPORT

This report has been prepared and agreed by the Lancashire Authorities:

Blackburn with Darwen
Blackpool
Burnley
Chorley
Fylde
Hyndburn
Lancashire County Council
Lancaster City Council
Pendle
Preston
Ribble Valley
Rossendale
South Ribble
West Lancashire
Wyre



EXECUTIVE SUMMARY

Background

In October 2014 Council Leaders started to explore options for closer collaborative working across Lancashire. Some governance arrangements are already in place including the Lancashire LEP, a range of shared services, County wide member and officer meetings, sub-level working arrangements including a City Deal Executive and Pennine Lancashire partnership as well as representation on Northern and North West bodies.

Lancashire is a diverse area with pockets of benefit dependent communities alongside thriving and affluent areas. It has one of the largest local economies in the North of England generating over £25 billion GVA with over 45,000 businesses, supporting 700,000 jobs. In addition to major international companies including BAe Systems and Rolls Royce, it has significant groups of dynamic and innovative SMEs. Lancashire's economy is predicted to grow by 27% over the next ten years, however this is slightly lower than the UK average. There are geographical differences however with areas such as Chorley, West Lancashire and Lancaster predicted to outperform national growth trends.

Ambition

There is a long term vision for Lancashire which sees the County as a thriving and more balanced economy that can contribute to increasing national productivity thereby having positive health and wellbeing benefits locally.

We want to achieve

- 'Prosperous Lancashire' that's recognised as a destination of choice, to do business in, live or visit
- 'Connected Lancashire' with digital and transport connectivity across the county and to neighbouring city regions
- 'Skilled Lancashire' which can meet the demands of employers and future business growth
- 'Better Homes for Lancashire' where residents have better living standards with good quality homes and a wide housing offer
- 'Public Services Working Together for Lancashire' with integrated public services at the heart of local communities giving everyone the opportunity for a healthier life

Opportunities

Lancashire already has a range of initiatives and opportunities to build on which support economic growth including:

- one of the largest Growth Deal allocations to the Lancashire LEP totalling £250 million and a notional allocation of £232 million of European Structural and Investment funds
- strong links to neighbouring city regions and opportunity to benefit from Liverpool's Super port plans and the significant jobs growth in Manchester
- £130 million investment in Superfast Broadband
- £340 million investment and delivery programme for the Preston, South Ribble and Lancashire City Deal
- Investment in digital health, recognised as an important growth area for the UK economy
- Lancashire Business Growth Hub delivering £40 million programmes of support to high growth companies and start ups
- Key role in the Northern Powerhouse as one of the largest economies in the North of England

Recommendation

Lancashire has different challenges and opportunities across the county and as part of this review Leaders have recognised that there cannot be a 'one size fits all' approach to realising potential and ambitions. The mechanisms for delivering economic growth across the area will differ and it's recognised that achieving a prosperous Lancashire may be done on a county footprint, a sub-level footprint or on a 'theme' footprint where a cluster of authorities may need to work together to tackle specific issues.

The strategic opportunities that could deliver step change for Lancashire have been identified as devolved funding; greater influence and flexibility of national, regional and local programmes; longer term and more co-ordinated infrastructure planning; spatial planning; public sector integration; inward investment and an improved profile for Lancashire.

Lancashire has some excellent partnership arrangements in place across the county engaging with partners in both the public and private sector.

However, the current arrangements do not provide sufficient governance or decision making arrangements to fulfil the ambition for Lancashire.

This Governance Review therefore recommends that a Combined Authority provides the best opportunity for Lancashire to achieve its potential.

INTRODUCTION

In October 2014 Council Leaders in Lancashire indicated their wish to develop closer collaborative working across Lancashire, on economic related matters and to explore the options in this regard.

In order to determine whether the existing governance arrangements for economic development, regeneration and transport in Lancashire are effective, or would benefit from change, specifically a Combined Authority, a governance review needs to be carried out. This review explores three questions: Where are we now? Where do we want to be? How will we get there?

In order to do this we need to understand in more detail the economic base for Lancashire, the current working arrangements, the aspirations and the most suitable governance model for these aspirations to be realised.

This draft governance review is the culmination of considerable work by the Lancashire Councils to understand the best way forward for joint working and the opportunities a Combined Authority would present for Lancashire.

Legal Context

The Local Democracy, Economic Development and Construction Act 2009 enables the creation of economic prosperity boards (EPB) or combined authorities (CA). These structures have separate legal personality to the Local Authorities who come together to create them. The new bodies are available to support the effective delivery of sustainable economic development and regeneration and, in the case of combined authorities, transport.

The process for creating an EPB or CA involves three main steps:

- a review of existing governance arrangements and consideration that there is a case for changing these arrangements to bring real improvements
- draw up a scheme for the new body. All councils who wish to be part of the EPB or CA are required to approve the scheme for submission to the Secretary of State for Communities and Local Government
- the Secretary of State will consider the scheme and undertake formal consultation. If the Secretary of State is satisfied that improvements are likely if the scheme is adopted then a draft order will be laid before Parliament for adoption

This report will be used to inform a consultation exercise with the area's residents, businesses and other stakeholders.

SECTION ONE - WHERE ARE WE NOW?

CURRENT GOVERNANCE ARRANGEMENTS

Lancashire has two unitary authorities, 12 district councils and a County Council. The County and District Council area contains 207 Parish and Town Councils.

Within these councils, decision making processes differ from Leader and Cabinet to committee models and from overall majority to 'no overall control' councils.

There are a number of shared service arrangements working across local authorities. Whilst not an exhaustive list these include building control, museums, revenues and benefits, financial and assurances services, central Lancashire LDF Joint Committee, as well as joint procurement frameworks.

There are a number of cross authority officer groups operating in Lancashire, such as Chief Finance Officers, Chief Leisure Officers, however these have no formal or legal status.

Lancashire authorities are committed to working together and with other partners across the public sector. The Lancashire Leaders and Chief Executives have invited the Police service and Fire and Rescue service to join their county wide meetings. Partnership arrangements with Health are already in place with three Health and Wellbeing Boards, a Healthier Lancashire group and pilot initiatives aimed at health and social care integration such as Fylde Coast's trailblazer for new Models of Healthcare and North Lancashire's Vanguard site.

The private sector led Lancashire Enterprise Partnership (LEP) operates across the county geography with political representation from the three upper tier authorities and two district authorities. Board Directors include representation from the FE/HE institutes - University of Central Lancashire (UCLAN) and Lancaster University and both national and local private sector representation from employers such as Booths, BAE, Euravia, Maple Grove, Nuclear AMRC, BT and local Chambers of Commerce.

The LEP has a number of sub-groups including Transport for Lancashire and Lancashire Skills Board. Further details are provided on page 10.

The City Deal Executive is a sub-group of the Lancashire LEP bringing together the Leaders of Lancashire County Council, Preston City and South Ribble to deliver the City Deal. Further details are outlined later in this review.

The European Structural and Investment Funds (ESIF) Partnership oversees the delivery of the Lancashire's ESIF programme and is directly accountable to the National Growth Board. The Growth Deal Management Board reports directly to the LEP to manage delivery of the Growth Deal programme.

There are also a number of sub-level arrangements including PLACE which is a partnership between the Leaders and Chief Executives of Blackburn with Darwen, Burnley, Hyndburn, Lancashire, Pendle and Rossendale councils. Regenerate, the Chamber of Commerce and health partners also contribute to the partnership working together to boost economic performance and enhance the offer and opportunities available in Pennine Lancashire. They also commit to supporting growth across the area irrespective of borough boundaries.

Regenerate Pennine Lancashire is a private sector led economic development company wholly owned by the PLACE authorities which delivers business support and growth programmes, such as Lancashire BOOST (business growth hub) both within Pennine Lancashire and the wider county area.

Lancashire County Developments Limited (LCDL) is the County's wholly owned economic development company operating across the County Council area.

The County manages three LEADER Rural Development partnerships operating across the LEP area and in the north of Greater Manchester. The partnerships deliver rural development funding and comprise a range of public, third and private sector partners.

West Lancashire is also part of the Liverpool City Region Combined Authority and both Blackburn with Darwen and Blackpool unitary authorities are associate members of AGMA.

Lancashire is also represented on the North West Regional Leaders Board by the Leaders of Lancashire County Council, Blackburn with Darwen and Rossendale.

The Leader of Lancashire County Council also represents Lancashire, Blackpool, Blackburn with Darwen and Cumbria on the Transport for the North Partnership Board.

Lancashire has some excellent partnership arrangements in place across the county engaging with partners in both the public and private sector, however this is not a consistent approach across the county area and the current arrangements do not provide sufficient governance or decision making arrangements to fulfil the ambition for Lancashire.

The illustration overleaf provides an overview of some of the key partnership arrangements.

SHARED SERVICE

Blackburn with Darwen and Burnley Building Control Joint Committee
Blackpool and Fylde Revenue and benefits
Chorley and South Ribble shared financial and assurance service
Pennine Lancashire Museum Consortium
Preston and Lancaster Revenue and benefits

HEALTH

Blackburn with Darwen Health and Wellbeing Board
Blackpool Health and Wellbeing Board
Lancashire County Council Health and Wellbeing Board
Pennine Lancashire Health Partnership
Healthier Lancashire

LANCASHIRE GOVERNANCE

Lancashire Leaders (extended to include Police and Fire)
Lancashire Chief Executives (extended to include Police and Fire)

LANCASHIRE ENTERPRISE PARTNERSHIP (LEP)

Transport for Lancashire
Lancashire Skills Board
Enterprise Zone Governance Committee
Performance Committee
Executive Committee
Preston, South Ribble and Lancashire City Deal Executive and City Deal Stewardship Board

ECONOMIC DEVELOPMENT AND GROWTH

Lancashire Enterprise Partnership
Regenerate Pennine Lancashire
Blackpool, Fylde and Wyre EDC
PLACE - Pennine Lancashire Leaders
Preston, South Ribble and Lancashire City Deal
Lancashire County Developments Limited (LCDL)

RELATIONSHIP WITH NEIGHBOURS

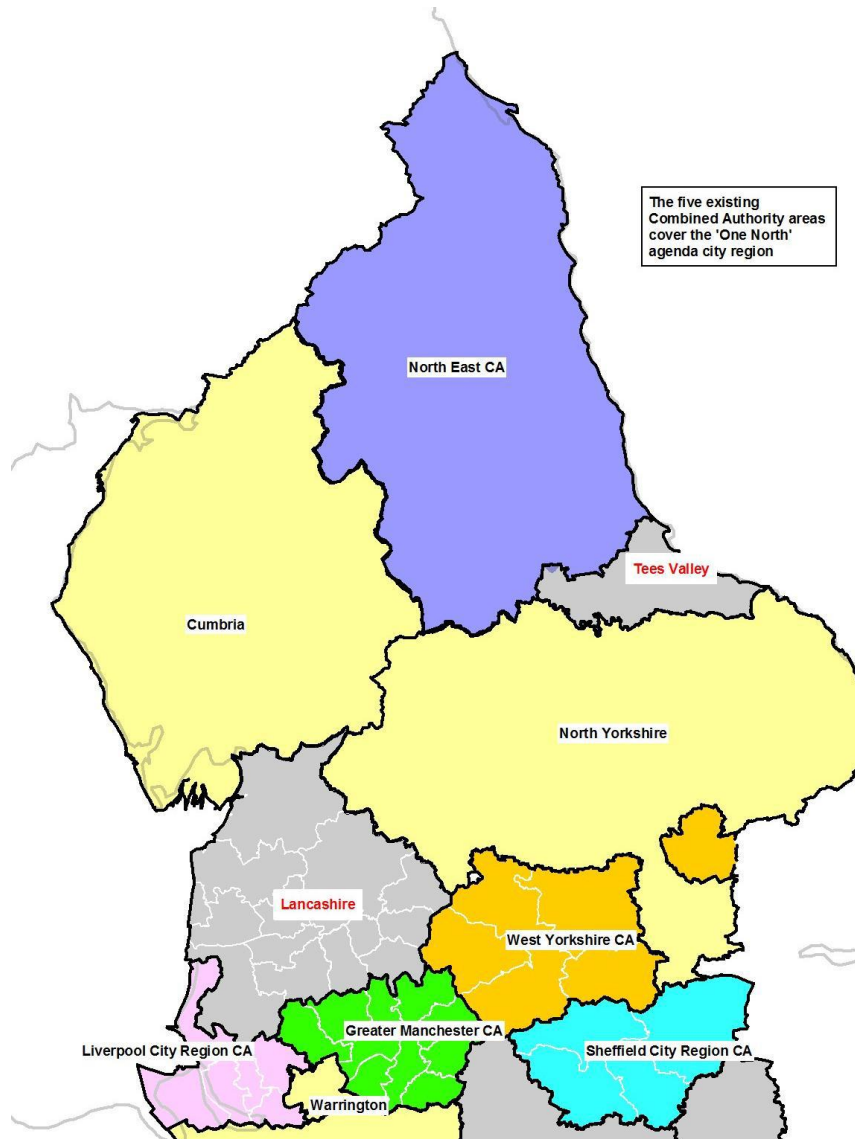
In order to understand the changing governance landscape surrounding Lancashire, Leaders considered their relationship with neighbouring areas and also with other existing Combined Authorities. The map below shows Lancashire's geographical position in relation to the existing Combined Authorities. There are five existing Combined Authorities in England, all of which are in the North.

Lancashire is comparable in population size (1.4m) to Liverpool City Region Combined Authority (1.5m) and Sheffield City Region Combined Authority (1.7m). Greater Manchester is the largest Combined Authority at 2.7m population.

Many of our district areas border the major city regions – Rossendale, Chorley and Blackburn with Darwen border Greater Manchester City Region, and West Lancashire borders both the Greater Manchester City Region and the Liverpool City Region, they are an associate member of the Liverpool City Region Combined Authority.

Lancashire is represented on the North West Regional Leaders Board and Transport for the North (also representing Cumbria).

Lancaster shares a border with Cumbria offering the gateway to the Lake District



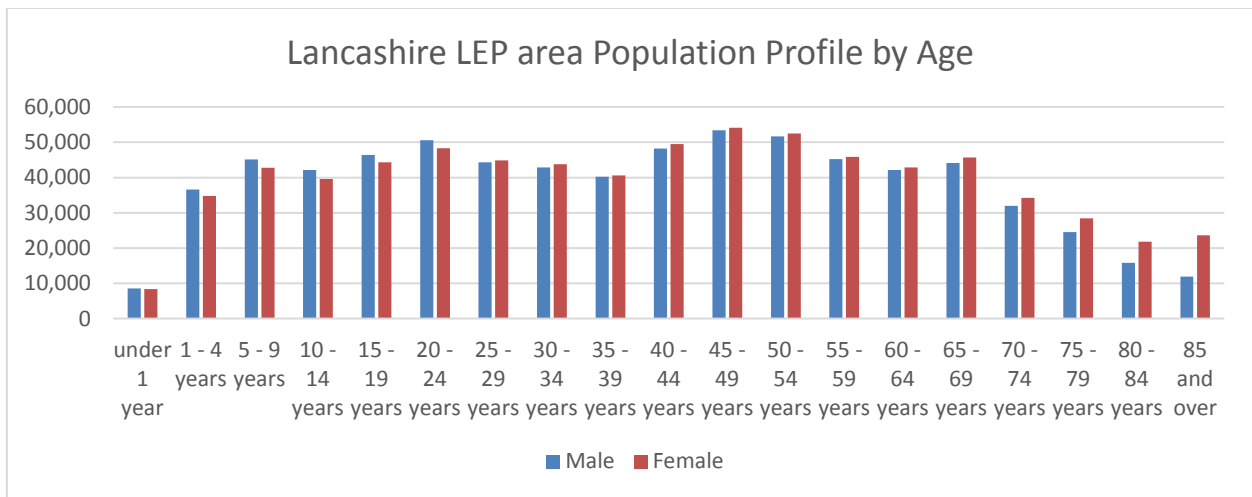
SOCIO ECONOMIC PROFILE

Lancashire has been at the forefront of economic change since the first Industrial Revolution. Today a strong combination of high-growth companies and innovation in growth sectors, improving national and global connectivity, as well as the county's renowned quality and variety of life, provide a platform for Lancashire to build upon this economic strength through the twenty-first century.

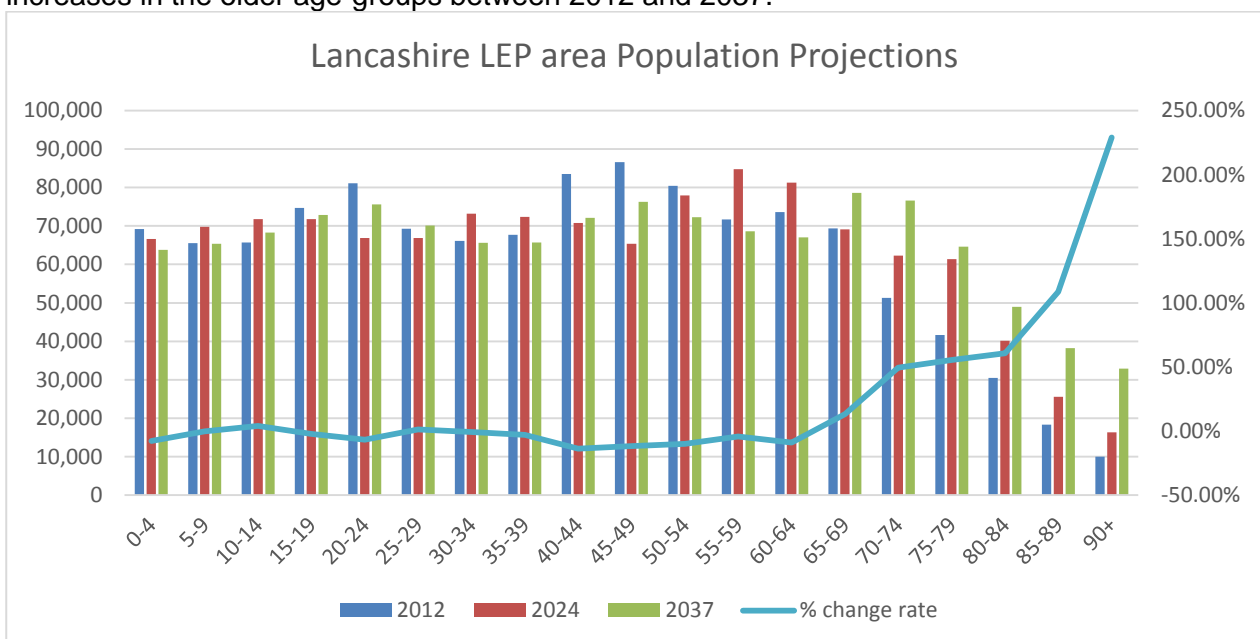
Lancashire is one of the largest local economies in the North of England. It is an area with significant economic strengths and challenges; it has the potential to accelerate sustainable economic growth and generate employment.

1. Population Profile

The 2014 mid-year population estimates that there were 1,471,979 people resident in Lancashire. The 2014 figures by gender, and by five-year age-groups are shown in table 1 below.



Overall, in Lancashire the population is expected to grow by around 5.8%, well below the national growth rate of 16.2%. There are projected increases for those aged 65 years and over, whilst there are reductions for those aged 15-24 years. Table 2 emphasises the substantial projected increases in the older age-groups between 2012 and 2037.



The increasing number of more elderly dependents is an issue that is reflected across the UK and amplified in Lancashire by the number of coastal areas attracting the older generation looking for a good quality of life. An ageing population brings a range of considerations for health and social care services as well as housing provision and a higher proportion of economically inactive households.

Mid-year population estimates for 2014 show the areas with the greatest numbers of young people aged 0-25 are Blackburn with Darwen, Preston and Lancaster. These areas also have the highest number of young people as a proportion of the area's total population with Hyndburn, Burnley and Pendle the next highest districts. In terms of population projections only two areas are set to see increases in the 0-25 age range between 2012 and 2037; Rossendale and Chorley.

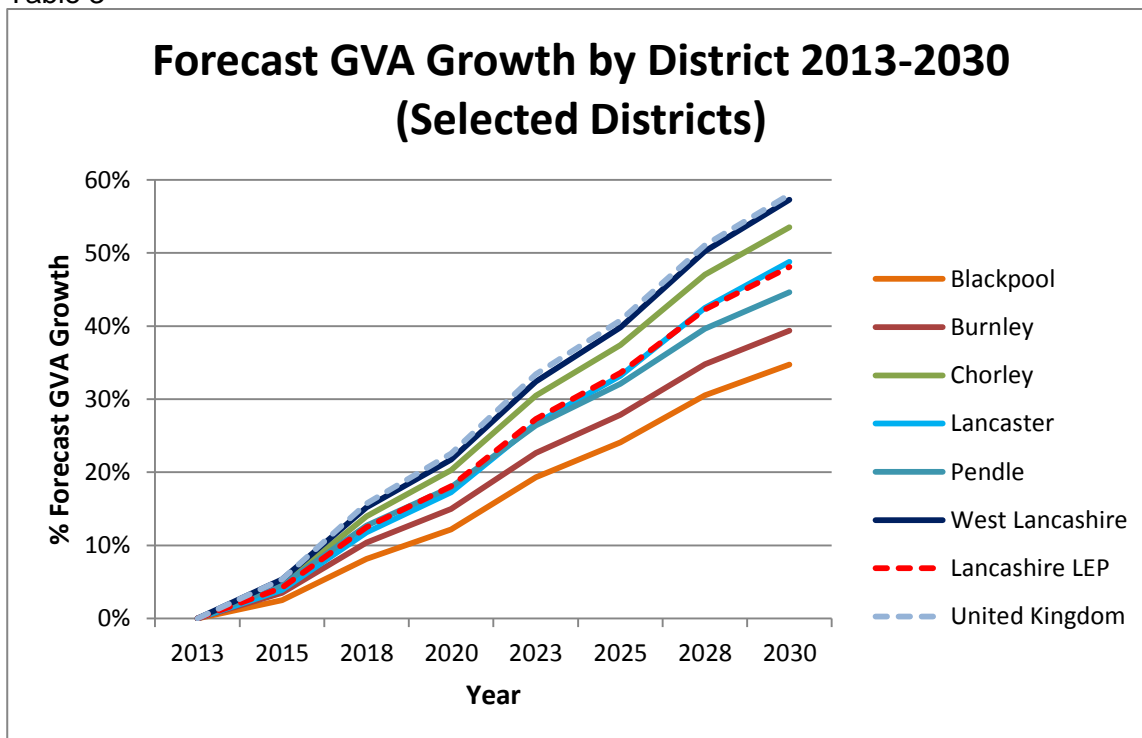
2. Economic Performance

Lancashire's economy currently generates over £25 billion in Gross Value Added (GVA), with over 45,000 businesses (the vast majority of which are SMEs), supporting 700,000 jobs. In addition to major international companies; including BAe Systems, Rolls Royce, Toshiba-Westinghouse and Safran Aircelle, it has significant grouping of dynamic and innovative SMEs. These businesses support a range of supply chain activity and contribute substantially to Lancashire and UK productivity.

Although Lancashire had experienced sustained economic growth over the last decade, with readily identifiable 'hotspots' such as Preston and Lancaster, the area's average economic performance still consistently lags behind that of UK and neighbouring areas. Lancashire's GVA gap with the UK as a whole is projected to increase as, although Lancashire's economy is predicted to grow by 27% over the next ten years, it will not be as strong as that for the UK as a whole, where the average growth is expected to be in the region of 30%. This will exacerbate the existing long term trends and deepen productivity and income gaps.

Table 3 sets out the growth position, and selected constituent authorities, compared to the UK average.

Table 3



Source: Lancashire Economic Forecasts, Oxford Economics, 2013

Clearly within Lancashire there are geographic differences, with some areas, such as West Lancashire, Chorley and Lancaster predicted to outperform Lancashire and track national growth trends, whilst others, such as Blackpool, Burnley and Pendle, are predicted to underperform significantly.

Based upon GVA growth predictions, Preston is forecast to continue to be the largest contributor to Lancashire’s GVA in the longer term, with the Lancashire Enterprise Zone Districts (Fylde, South Ribble and Ribble Valley) forecast to contribute over 36% of Lancashire’s GVA up to 2030. The City Deal districts (Preston and South Ribble) are predicted to contribute 27% and the unitary authorities of Blackpool and Blackburn contributing 7% and 9%, respectively.

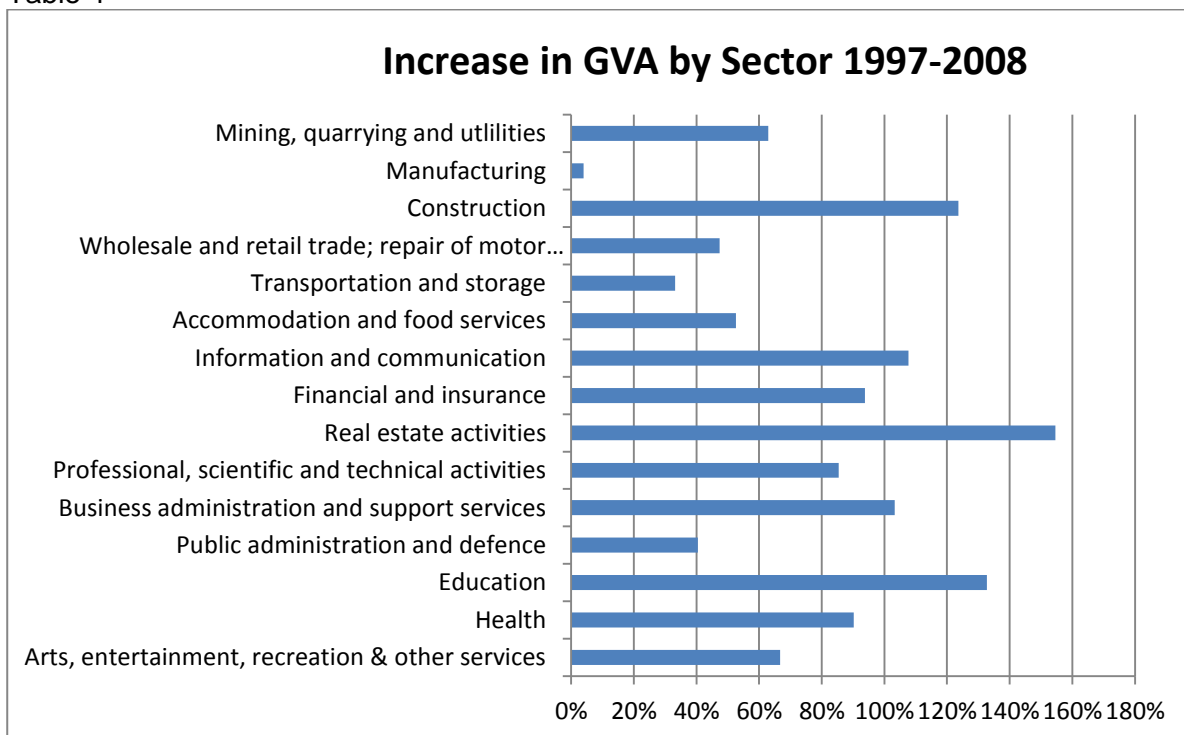
3. Growth Sectors

With an international reputation, and key competitive advantages in Advanced Engineering and Manufacturing and a nationally significant role to play in energy generation, Lancashire can match and outperform competitor locations by enhancing the environment for business growth.

Although a growing economy from 1997 to 2007, Lancashire's growth was generally based upon service industries, although with a lower presence than other parts of the UK, as well as the expansion of the public sector. For example, manufacturing, the main contributor to the economy, accounted for 31.2% of the Lancashire economy in 1997, only grew by 3% between 1997 and 2007 and decreased to just 15.8% by 2012, almost halving in importance. By comparison, service sectors such as real estate, which accounted for just 4.2% of the Lancashire economy in 1997, showed growth in GVA of 162.5% between 1997 and 2007 and 7.1% of the Lancashire economy by 2007 (and 8.7% by 2012).

Table 4 sets out the growth performance of different sectors in the period prior to the 2008 contraction in the UK economy.

Table 4



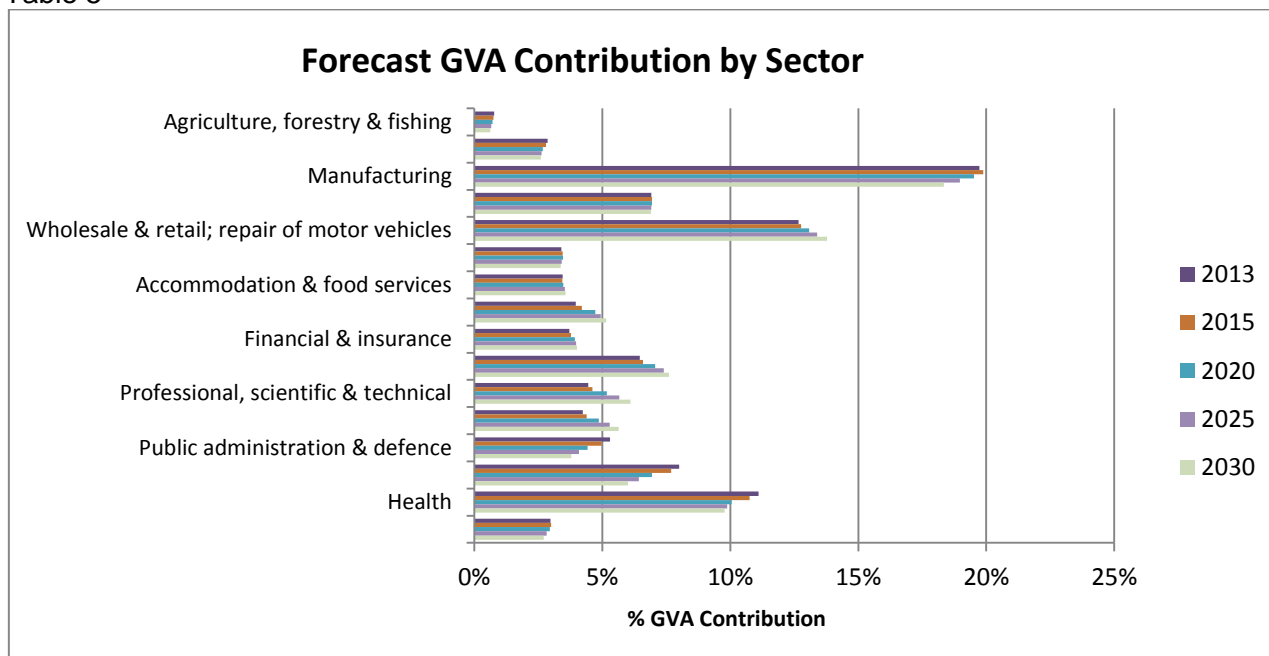
Source: ONS Business Register and Employment Survey, 2012

Within the public sector, education, which accounted for 4.8% of the Lancashire economy in 1997, grew by 124.2% between 1997 and 2007 and 8.5% of the Lancashire economy by 2012. The health and social work sector, which accounted for 7.5% of the Lancashire economy in 1997, grew by 103.1% between 1997 and 2007 and accounted for 10.1% of the Lancashire economy by 2012.

Lancashire has key competitive advantages that can be developed to become drivers of sustainable growth and the area's key sectors – Advanced Engineering and Manufacturing (Aerospace & Automotive) and Energy – are expected to exceed national trends. These sectors, amongst others, are central to Lancashire's and the UK's economic success.

Table 5 sets out predictions by industrial sector for GVA to 2030.

Table 5



Source: Lancashire Economic Forecasts

Advanced Engineering and Manufacturing (Aerospace and Automotive)

This is the key sector for Lancashire with over 3,600 manufacturing businesses, the majority of which are SMEs, operating in Lancashire, with a deep and broad manufacturing base employing over 80,000 people.

The UK's Aerospace industry has one of the largest concentrations in Lancashire, directly employing 12,400 people in 120 companies, and is part of a wider world class cluster accounting for more than a quarter of national production. Lancashire has a diverse automotive industry which employs over 4,100 people, ranging from the manufacturing of vehicles to the design and manufacture of parts and components for the industry, including research and development. The sector is supported by an extensive local supply chain offering advanced engineering and specialist automotive capabilities.

A third of all advanced manufacturing employment is located in the east Lancashire districts of Blackburn with Darwen, Burnley, Pendle and Rossendale, reflecting a strong manufacturing supply chain in these areas as well as major aerospace employers.

Energy, Renewables and Low Carbon

These industries represent a key growth sector for both the UK and Lancashire, where it employs over 36,000 people. The growing oil and gas sectors will provide Lancashire with additional opportunities to develop nationally and internationally important expertise and capacity. This is in addition to the Government decision to build a new nuclear power station in Lancashire. The completion of the M6 Link Road to Heysham will open up a range of development and employment opportunities. The Chemicals industry has a strong history in Lancashire and remains a large sector, employing 4,300 people with twice the employment density than the UK average.

Food and Drink

Food and Drink production is a major manufacturing sector (13,500 people) in Lancashire representing over 15% of all manufacturing employment in Lancashire and presents a specific opportunities for business and employment growth in rural areas

Service Sector

Almost 80% of employment is in service related activities, and Lancashire is forecast to see substantial growth in employment in key higher value service sectors such as information and communication, professional, scientific and technical activities, with an increase of nearly 29% in employment by 2023. However, to support the transition through to higher growth Lancashire needs to become home to more high-growth services business.

Visitor Economy

Lancashire's Visitor Economy attracts 62m visitors a year, contributing £3.4 billion to the economy and supporting over 57,000 jobs (nearly 10% of total employment). Visitor numbers have increased by 4.5% since 2010 demonstrating Lancashire's continuing attractiveness as a visitor destination. Lancashire has 137 miles of coastline seaside heritage such as Blackpool and Morecambe and beautiful countryside such as Forest of Bowland AONB, Pendle Hill.

The quality and variety of the natural and built environment, landscape and heritage in Lancashire and its close proximity and accessibility to the urban areas of Lancashire and city regions of Manchester, Liverpool and Leeds presents a huge opportunity.

Creative and Digital

Creative and Digital technologies and businesses are central to Lancashire's future success as a place to live, trade and invest employing over 23,000 people. The roll out of superfast broadband across Lancashire, development of ultra-fast broadband connectivity and proximity to Media City, will help to increase productivity, stimulate activity and attract inward investment from UK-based and international companies.

Enterprise and Self Employment

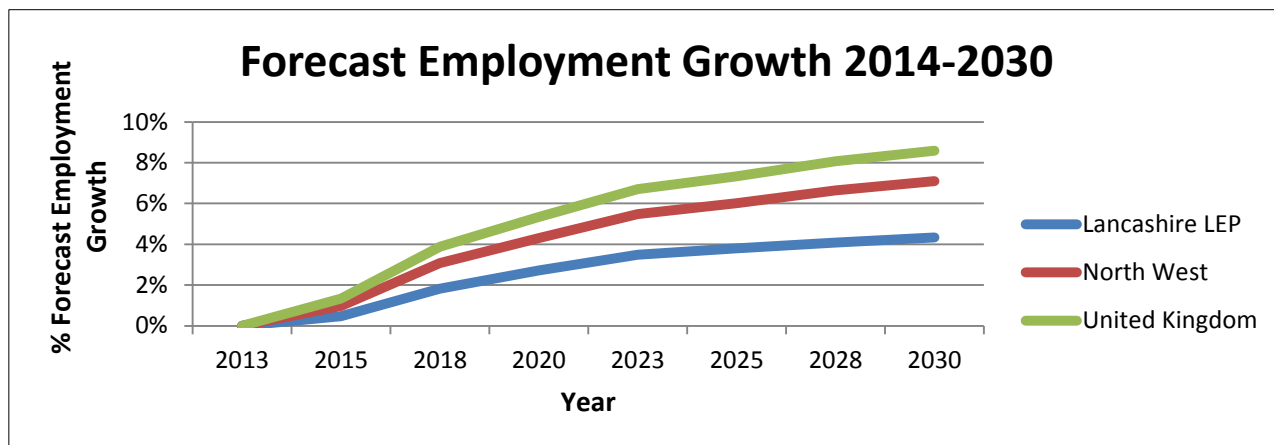
Enterprising people and communities will help drive Lancashire's economic future, and in particular encouraging local business creation and growth. Lancashire is underperforming compared with the rest of the UK in terms of entrepreneurial activity, with business formation rates, business death rates, long term business survival rates and business densities all performing below the UK average; business birth rates are 1% below the national average but death rates are 1.3% below indicating an on-going divergence with national trends.

At a local level the highest number of new businesses in 2012, were in Preston (540), Blackburn with Darwen (490), West Lancashire (425) and Blackpool (410) however the highest number of business deaths were in the same areas with 200 more deaths than births in Blackpool. Wyre has the highest business survival rate with 95.8% of new businesses surviving the first year.

4. Employment

Since early 2011, employment has fallen within Lancashire by -31,400 (-4.6%) people. However, the number of jobs in the Lancashire economy is predicted to increase from 2014 onwards with over 23,000 jobs (employees and self-employment) to be added by 2023 but this level of increase, only 3.5%, will be below the 7% increase predicted for the UK. Table 6 outlines the forecast employment growth to 2030.

Table 6



As with GVA growth there are spatial differences in Lancashire, with those areas with greater proportions of higher skilled residents and high GVA industries, predicted to grow. Essentially those areas with lower skilled populations and more reliant on traditional lower value sectors (including low GVA manufacturing) are likely to see job growth at a lower level than elsewhere or even net job reductions.

Lancashire's economic activity rates have fallen since 2011/12 and are now below the UK average, especially within east Lancashire. There are spatial variations that are closely associated with deprivation levels and low economic activity rates for Blackpool, Pendle and Blackburn with Darwen are reflected in recent data.

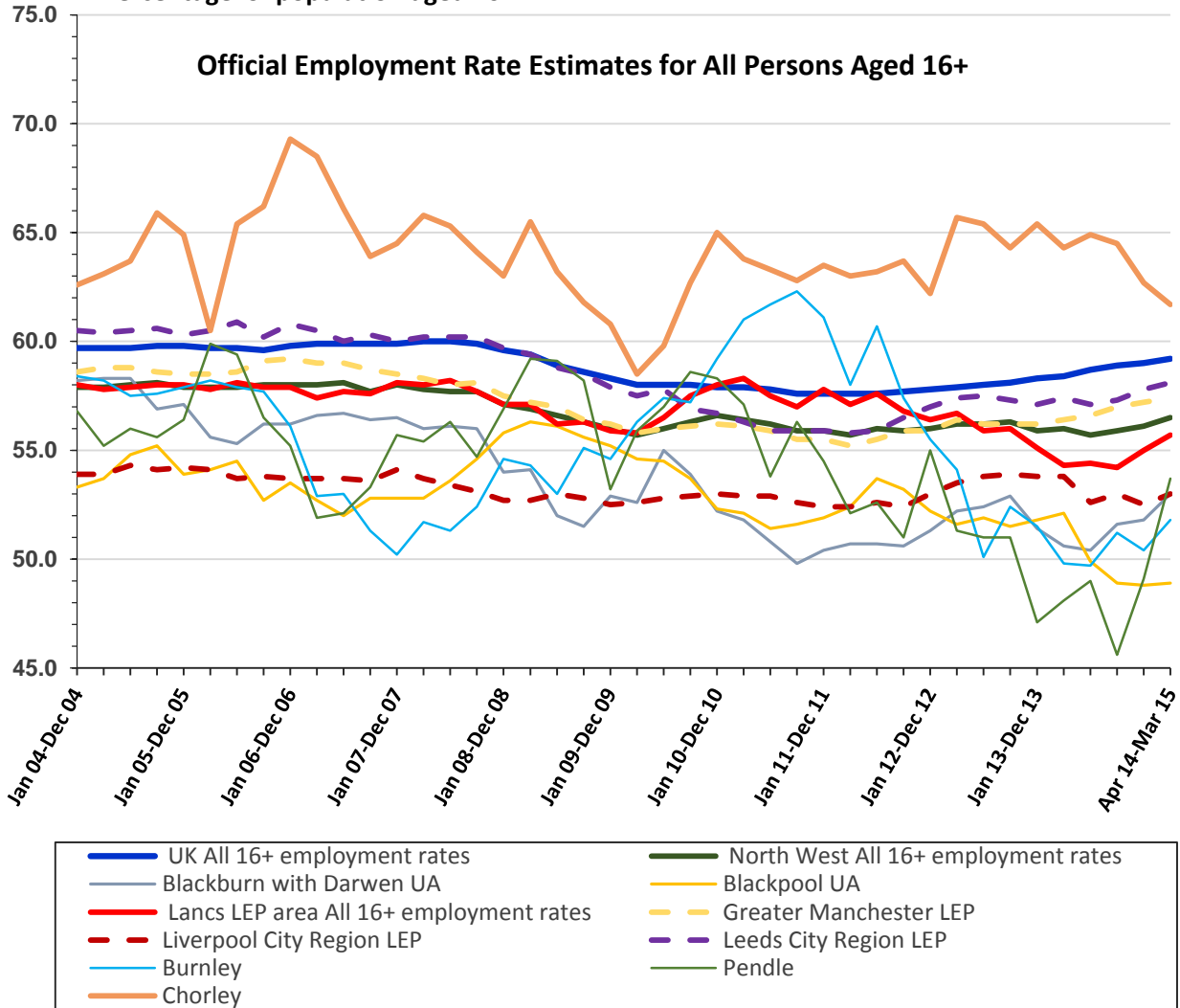
A number of Lancashire's Local Authorities have economic activity rates that either are on par with or are higher than the national average e.g. Ribble Valley and West Lancashire. However, Blackpool, Pendle and Blackburn with Darwen have economic **inactivity** rates above the national average with Blackpool's rate exceeding 45%. This correlates with areas of lower economic growth and skills, the result being areas of severe social and economic deprivation contrasting with areas of prosperity and growth.

Analysis of employment numbers and employment rates shows that these have fallen in all of the Lancashire LEP authorities from previous peaks/highs. Numbers and rates have fallen by particularly large percentages/magnitudes in Ribble Valley, Hyndburn, Burnley, Rossendale, South Ribble and West Lancashire.

By contrast, employment numbers have risen and are at their highest totals at the UK level, within the North West region and for the Greater Manchester LEP and the Leeds City Region LEP. Employment rates have not yet caught up with previous peaks (as the 16+ population denominators have increased at a faster pace than the recovery in employment numbers). Table 7 outlines employment rate estimates for people aged 16 and over.

Table 7

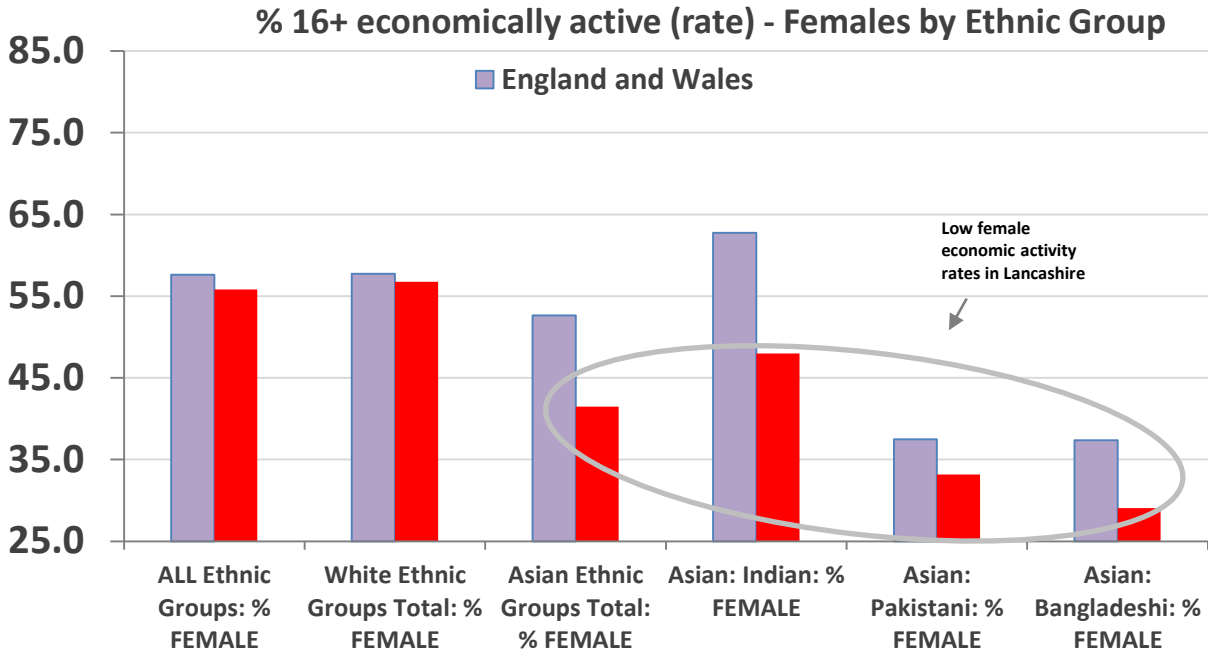
Percentage of population aged 16+



Employment by Ethnic Groups

In addition to these geographic differences there are a number of groups that are underrepresented in employment. For example, BME individuals have lower employment rates than the Lancashire average (54% to 68%). For those in employment the largest employing sectors are Retail, Distribution, etc. and Public Administration; either lower skilled or reducing. The female rates by ethnicity show the particularly low Asian female rates in Lancashire compared to England and Wales. Table 8 and table 9 provide further analysis on economic activity by ethnic group and gender.

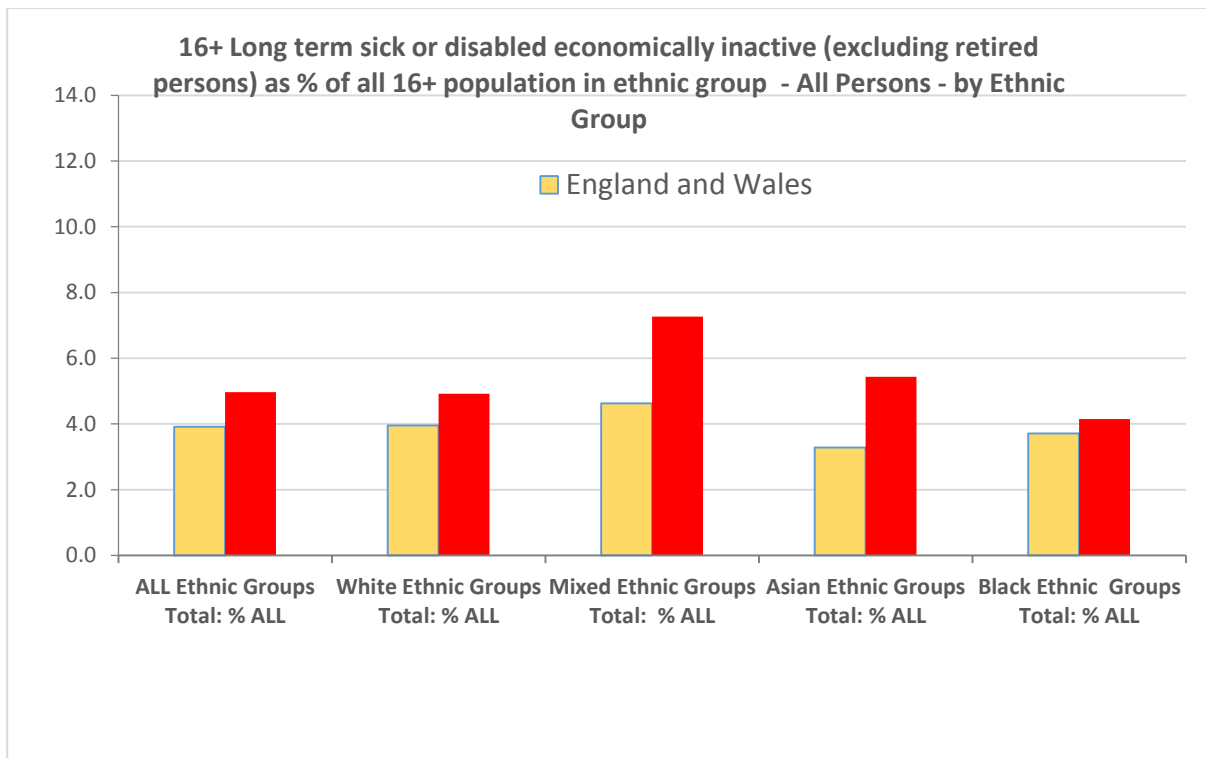
Table 8



Source: 2011 Census: Table DC6201EW – Economic Activity by Ethnic Group and Gender.

The majority of ethnic groups in Lancashire (both white and non-white) appear to have greater percentages who are classified as economically inactive long term sick or disabled (excluding retired persons).

Table 9



Source: 2011 Census: Table DC6201EW – Economic Activity by Ethnic Group and Gender.

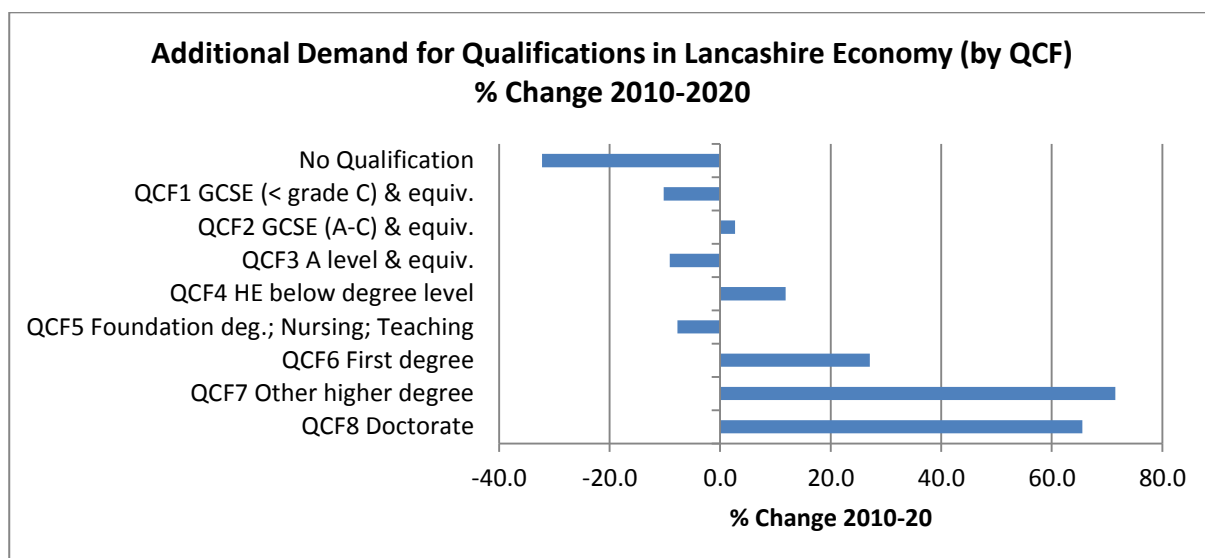
5. Skills and Educational Attainment

Lancashire is also a place of rising qualification levels, the proportion of residents qualified to NVQ4+ having increased from 24.5% in 2007 to 28.3% in 2014. However, Lancashire's skills profile is representative of the huge differences that show themselves across the county. Within the county some area's skills levels are as high as anywhere in the country; in others skills levels are especially low.

Evidence from within some of Lancashire's target sectors suggest that there is a shortage of skilled employees especially within the smaller enterprises that feed into larger supply chains and significant improvement is required to support identified growth sectors. For example, only 30% of employed people aged 16-74 in Lancashire are qualified to NVQ Level 4 or above which is below the national average of 35%.

Changes within the Lancashire economy will increase the demand for higher level skills as Lancashire's growth sectors develop and businesses increasingly become more knowledge based. This clearly demonstrates the need to develop resident and employee skills up to and beyond NVQ3.

Table 10



Source: Working Futures 2010-2020 UKCES

As at March 2015, the majority of 16-17 year olds (27,270 in total) are in full-time education and training (80.2), 6.7% in apprenticeships, 1.5% in work based learning and the remainder undertaking other forms of learning. This 90.4% participation rate is on a par with the 90.6% national rate. Local authority NEET data is published annually and the 2014 position showed that there were an estimated 2,040 NEET young people in Lancashire, 5% of 16 to 18 year olds in the area. By age group, 270 are 16 years old, 660 are aged 17 and 1,140 are 18 years old. Overall Lancashire has a higher than average number of NEETS, with 15% of 16-24 year olds only qualified to NVQ Level 1 and 9% with no qualifications. Educational attainment outcomes for children and young people in Lancashire are generally good but performance varies across the county with the more deprived districts reporting much lower levels of educational attainment.

Lancashire is home to ten local further education colleges and four universities – Edge Hill University, Lancaster University, University of Central Lancashire (UCLan) and Cumbria University who have a campus in Lancaster. In addition, Burnley is home to the specialist University and College of Football Business with two campuses, Burnley and Wembley.

These institutions are a crucial component of Lancashire, and the UK's knowledge base and, as such, contribute to innovation and enhanced productivity through knowledge exchange and skills

provision. There are existing strong relationships and partnerships between academic institutions, local authorities, the LEP and wider partners committed to growing the local economy.

Our focus is on strengthening the growth linkages between our world class clusters of industry, technology and research excellence by aligning these with national/Lancashire priorities and growth-oriented sectors. Our universities engage with business in a number of ways to drive innovation, and have strong track records in creating graduate business start-ups and in the commercialisation of intellectual property.

Both Lancaster University and UCLan are developing programmes to support higher level skills development as are our Lancashire's FE Colleges. A package of activity, including that delivered by Lancashire's colleges, universities and training providers, will continue to foster and strengthen innovation and enterprise.

Low educational achievement in the deprived areas will impact on the future labour force and the ability to recruit people with the right skills in the local area Lancashire's opportunities can only be fully exploited if there is a keen focus on ensuring that there is the right supply and mix of skills to meet business needs. Lancashire still needs to increase the number of residents with, or on the pathway to, higher level and more business orientated skills linked to growth sectors. Without an enhanced supply of relevant skills, Lancashire's economy will be put at risk of becoming less competitive.

6. Health

Good health is fundamental to a good quality of life. A range of indicators reveal a number of problems concerning the health of people in Lancashire. The most important, life expectancy, continues to improve across all parts of Lancashire but in some of the Lancashire local authorities, male and female life expectancy at birth rates are amongst the worst in England and Wales. Health profiles are closely aligned to deprivation levels, with, in some cases, people from Lancashire's most deprived communities having a life expectancy of 6 years less than the most affluent.

The greatest health problems are in circulatory diseases such as heart disease and stroke and cancers. Poor health, including poor mental health, is a particular barrier to employment for many people within Lancashire leading to economic inactivity and benefit dependency which puts greater pressures on public sector resources.

7. Commuting and Earnings

In general terms, Lancashire benefits from commuter flows and nine of the 14 authorities in the Lancashire LEP area recorded higher residence-based figures (those that live in the area) but differences between the workplace (those that travel in) and residence-based figures reveal the effect of cross-border commuting.

The Lancashire weekly residence-based figure for all employees was £7.00 per week higher than the workplace figure. By making use of various transport networks a number of the county's residents, especially full-time employees, are able to travel to higher value work locations within and outside the county. The proximity of Manchester and Liverpool enable a number of the county's residents to take advantage of higher value work opportunities in these large conurbations.

At a local authority level; West Lancashire, Wyre, Chorley, Ribble Valley and Rossendale are the five authorities that appear to gain significant benefits from commuter outflows. In particular, South Ribble (36.7%), Chorley (39.1%) and Rossendale (40.3%) have low percentages of people who live and work in the same district.

For Fylde and Preston workplace earning figures are significantly higher meaning that for a number of people, these are their places of work but not where they live. Preston has the highest number of commutes from within the Lancashire LEP area (68,810 individuals) followed by Blackpool (51,079), Blackburn with Darwen (50,302) and Lancaster (43,546).

In terms of outflows from Lancashire, Rossendale has the highest percentage of individuals (33.1%) who work in Greater Manchester, followed by Chorley (16.2%).

Blackpool (95.9%), Wyre (94.2%) and Fylde (93.9%) have high percentages of people who live and work in the Lancashire LEP area (Blackpool, Wyre and Fylde has a Travel To Work Area of its own (Blackpool TTWA, reflecting a high percentage of self-containment). As does East Lancashire where 81% of residents live and work in the area.

Fylde (£533.70) had the highest workplace-based median earnings figures in the broader Lancashire LEP area for all employees. The authority contains a major BAe Systems site, and also has the nuclear fuels site at Springfields. These locations are sources of high value jobs. Fylde and Ribble Valley were the only Lancashire LEP authorities to record median workplace weekly averages that were above the national rate.

For the residence-based figures at the district level, four Lancashire authorities: Ribble Valley, Fylde, West Lancashire and South Ribble had median figures that were £400 per week or above. In contrast, Blackpool recorded the lowest residence base median weekly figure of just £304.40. This was the second lowest in Great Britain. The low figures for Preston and Rossendale of £342.0 and £342.3 placed them nationally in 21st and 22nd lowest positions. The relatively low earnings potential for some Lancashire residents has obvious consequences with regard to levels of disposable income, mortgage/house purchasing capacity, savings, investment and wealth generation.

8. Workplace Skills

Analysis of workplace population skill levels, as opposed to resident skill levels, show the majority of local authorities within the Lancashire LEP area fare well in relation to the middle levels of qualifications, (Level 2 and Level 3) and also in terms of apprenticeship qualifications. However, the results show lower percentages of workplace populations with Level 4 qualifications (degree or above) and higher percentages of workplace populations with low qualifications (no qualifications or Level 1 qualifications). When viewed in relation to commuter flow it is evident that residents with higher skill levels are more likely to travel outside of their area to higher skilled jobs elsewhere

Twelve of the local authorities within the Lancashire LEP area had percentages of their respective workplace populations with Level 4 qualifications that were below the England and Wales average (34.9%). Eight of these had percentages lower than 30%, in, or near, the bottom third of the rankings within England and Wales. Only Fylde district (37%) and Preston (35.1%) had percentages of their workplace populations with Level 4 qualifications that were above the England and Wales average (34.9%). The Manchester City Council area (44.6%) had the greatest percentage in the North West.

Conversely just over a quarter of the workplace population in the Lancashire LEP area (26%) had low qualifications as their highest qualification (no qualifications or Level 1 qualifications). This is slightly greater than the England and Wales average (24.5%). Percentages with low qualifications (no qualifications or Level 1 qualifications combined) ranged between highs of 29.7% in Blackpool and 29.2% in Pendle to a low of 20.7% in Fylde. Wyre (28.7%), Rossendale (28.8%), Hyndburn (28.8%) and West Lancashire (28.3%) were also ranked in the top third. Only Preston (23.0%), Lancaster (22.4%), Ribble Valley (21.6%) and Fylde (20.7%) had percentages that were lower than the England and Wales average (24.5%). Fylde (20.7%) had the 2nd lowest percentage in the region (38th lowest in England and Wales). The Manchester City Council area (19.9%) was the lowest in the North West.

9. Housing

To support economic growth there is a need to build more good quality housing to encourage people to locate to or remain in the area. As with the national housing market, Lancashire's house building has been severely impacted upon by the economic downturn. Completions are less than half what they were in 2000. Some areas of large scale housing have been developed recently, especially those that are well-served by the motorway network to allow for commuting within Lancashire and beyond. In other areas, with more fragile housing markets, viability is still an issue particularly on brownfield sites.

These low demand areas usually have a range of other housing problems such as an overabundance of pre-1919 terraced housing, poor stock condition, poor management of the private rented sector and high levels of empty properties. Poor housing conditions can affect the health of the occupants and contribute towards neighbourhood decline. The need to expand the housing supply is very important, but the county also has to deal with the issue of an imbalance in its housing stock that contains many inexpensive older terraced properties that struggle to satisfy modern-day aspirations.

10. Place Shaping & Driving Prosperity

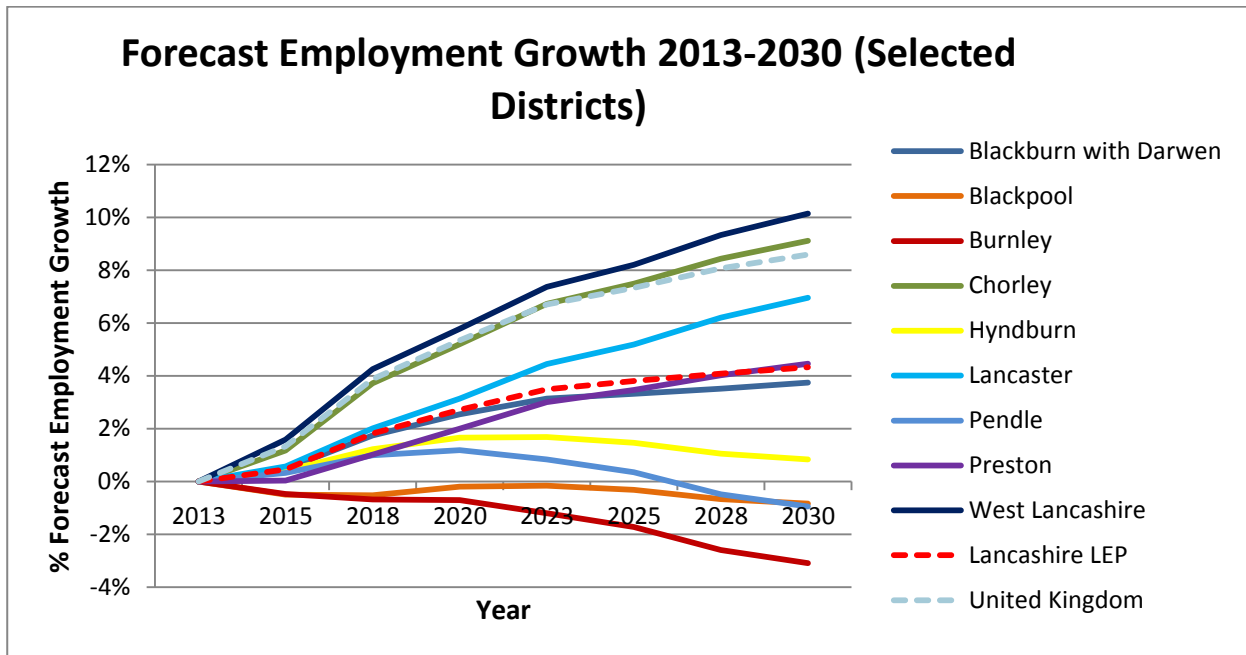
Lancashire is a diverse place both geographically, and economically where people and business choose to live, work, invest and do business. Everywhere in Lancashire has its own role to play in achieving greater prosperity for the county and its residents, albeit different roles dependent on their assets, opportunities and challenges.

However, Lancashire contains significant pockets of deprivation and without targeted incentives, there is a real danger that excluded individuals and communities living in some of the most deprived areas in England will be left behind as the economy develops. As indicated above a number of areas have particular concentrations of issues which interact to create multiple barriers to skills and employment growth

An analysis of the Indices of Multiple Deprivation (2010) shows extremes in Lancashire, from the relatively affluent areas of the Ribble Valley and Wyre, to several areas that contain large areas of severe ingrained deprivation. These areas are associated with lower skill levels and economic activity rates. Six Lancashire authorities are ranked in the 50 most deprived in the country, with three of these, Blackpool, Burnley and Blackburn with Darwen, falling into the 10% most deprived. A closer examination of Lower Super Output Areas (LSOAs) highlights the extent of the problem with 17.4% of Lancashire LSOAs falling into the most deprived 10% in the country, compared to 15.5% in 2007. In contrast the percentage of LSOAs in Lancashire that are within the most affluent 10% in the country has increased from 4% to 5.4%. This illustrates that deprivation is becoming more embedded and the gap is widening between the most and least deprived areas. This will be exacerbated by reducing employment opportunities in certain areas.

Table 11, employment growth chart highlights the variation across districts and emphasises the areas requiring more regeneration focus.

Table 11



Source: Lancashire Economic Forecasts, Oxford Economics, 2013

This has been exacerbated by many of Lancashire's existing employment sites being poorly situated away from the main road and rail infrastructure and containing outdated premises not suited to modern requirements. There is a need to identify and bring forward more suitably located and serviced sites to develop buildings that meet current business requirements.

This has been one of the reasons for Lancashire not benefiting from the shift towards office based service sector employment, which has been a particular feature of employment growth in many of the major urban areas in the country, where new office developments have been a feature of economic development and regeneration.

11. Public Sector Reform

Lancashire's economy remains reliant on the public sector, which contributes 24% of Lancashire's Gross Value Added (GVA) and approaching 22% of all employment. Lancashire is focused on restructuring its economic base to promote strong private sector growth, reducing the reliance on the public sector. Employment in the public sector is forecast to decline between 2014 and 2020, in Lancashire the forecast decline is 19%.

Preston and Blackpool are the two Lancashire authorities where high concentrations of local government, civil service and other public sector jobs account for over 30% of local employment. Moving away from a reliance on the public-sector will be a particular challenge for these two areas.

Table 12 shows the Public and Private Sector Employment as a Percentage of Total Employment

Table 12



Source: ONS - business register and employment survey public/private sector data

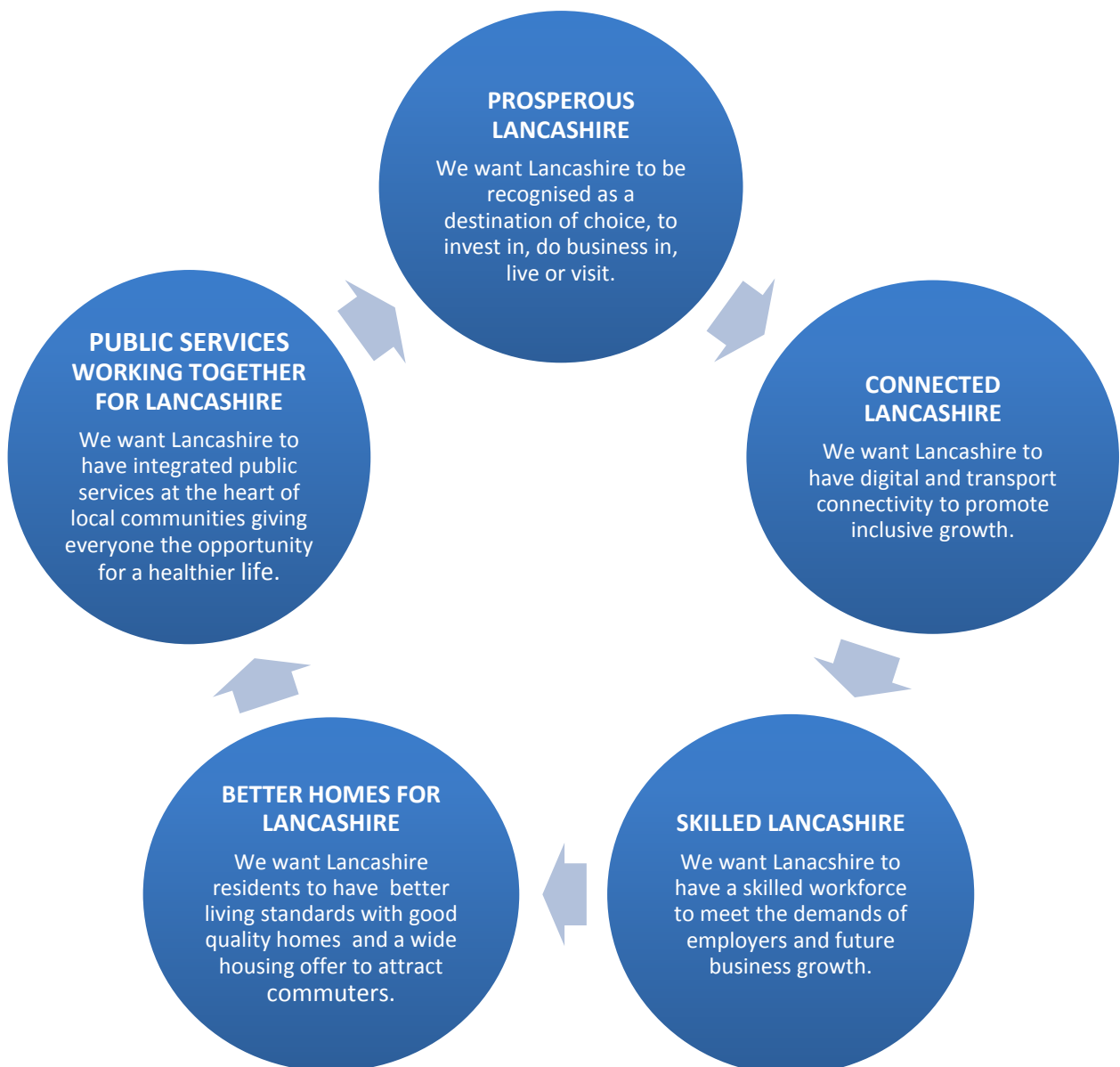
SECTION TWO - WHERE DO WE WANT TO BE?

LANCASHIRE'S AMBITION

We have a long term vision for Lancashire which sees the County as a thriving and more balanced economy that's well connected across the county geography and into neighbouring city regions. A Lancashire which attracts inward investment, driving innovation and contributing to increasing national productivity which will have positive health and wellbeing benefits locally.

Parts of Lancashire are already thriving and we want to deliver a Lancashire where all parts of the county have a share in its' rising prosperity.

Through the preparatory work for this Governance Review, five key themes have emerged which provide the future direction and ambition of Lancashire Leaders now and for future generations.



‘CONNECTED LANCASHIRE’ - We want Lancashire to have digital and transport connectivity to promote inclusive growth.

We need to have the ability and the flexibility to make policy and investment decisions on digital connectivity and transport links which are calibrated to address local connectivity issues in a bespoke way, enabling us to promote inclusive growth which is sensitive to local conditions and opportunities. This will involve:

- channelling all central government funding for transport through a single local pot in response to a commitment to fully integrate transport planning within Lancashire
- improve inter-area public transport so as to enhance economic connectivity and improve travel to work and to service flexibilities, more effectively integrating Lancashire’s economy, businesses and workforce
- co-producing plans for strategic roads with Highways England
- devolving all bus subsidies, including Bus Service Operator Grant to Lancashire councils and giving us the option to franchise services
- achieving greater influence on rail franchising and other transport services, through and beyond the scope offered by Transport for the North and discussions around HS2 and HS3
- adopting a strategy for future digital infrastructure which addresses current bottlenecks and deficits ensuring all residents are able to access the benefits of improved digital connectivity

‘SKILLED LANCASHIRE’ - We want Lancashire to have a skilled workforce to meet the demands of employers and future business growth.

We need a workforce with sufficient skill levels to meet the current and predicted needs of employers and aspirations to achieve higher. To achieve this will involve:

- greater control over the skills budgets to align funds with local needs
- align skills provision to sector needs and demands and geographic issues through a Local Output Agreement covering Lancashire
- providing a co-ordinated and transparent structure of employment and skills collaboration with better engagement between employers and schools, colleges and universities
- working with the LEP Skills Board to ensure accountability across a broad range of skills issues and alignment of skills strategies
- work with DWP on commissioning support for economically inactive and low skilled claimants
- oversight of higher level and growth/sector skills
- more control over apprenticeship funding

‘BETTER HOMES FOR LANCASHIRE’ - We want Lancashire residents to have better living standards with good quality homes and a wide housing offer to attract commuters.

We need homes and housing land supply that meet the needs of market demand and provides developers and buyers with confidence in the housing market. To achieve this we will:

- better understand the housing demand and supply across all tenures to ensure sufficient pipeline of the right types of housing (affordable, private rented, retirement, rural, executive etc)
- co-ordinate housing supply across the area
- link housing growth to economic development opportunities and ambition
- ensure that housing growth and developments are linked to infrastructure and services such as education and local services even when these cross existing administrative boundaries
- seek devolved powers for responsibility of Housing Benefit locally in some areas so that it can be used as a more effective lever to incentivise private landlords to improve housing conditions
- seek to link housing benefit payments to meet required housing standards including the Decent Homes Standard and energy efficiency ratings

‘PUBLIC SERVICES WORKING TOGETHER FOR LANCASHIRE’ - We want Lancashire to have integrated public services at the heart of local communities giving everyone the opportunity for a healthier, happier and longer life.

Public services are facing significant financial challenges, particularly in health and social care and we need these services to work together better for residents, businesses, communities. To ensure all our residents can access similar levels of support we will:

- Seek greater integration between health and social care and create an Accountable Care System where all health and care commissioners and providers would be held accountable with an expectation of working together to address key priorities which are relevant to the whole of Lancashire
- Develop ‘place based’ strategies which are relevant on either county wide, sub-level or neighbourhood level
- Have a greater influence over quality and performance of hospitals
- Work in partnership with Health and Wellbeing Boards to deliver whole system leadership and transformation to deliver the best possible outcomes for residents
- Create a simplified relationship with hospitals and providers to have a positive impact on patient care – prevention, primary care, community support
- Seek to create greater access to health facilities for areas without a hospital
- Co-location of services through multi-agency hubs
- Strengthen relationships with the Police, Youth Offending etc

‘PROSPEROUS LANCASHIRE’ we want Lancashire to be recognised as a destination of choice, to invest in, do business in, live or visit.

Our existing economic plans and priorities already demonstrate a very clear ambition for growth and prosperity and our contribution to the Northern Powerhouse, such as the Lancashire Strategic Transport Prospectus, but in order to strengthen our approach we want to make sure that we can

deliver a Lancashire where residents and businesses alike can benefit from this rising prosperity. This will involve:

- seeking devolved business support budgets and a proportion of UKTI budgets to enable stakeholders to take a more direct and proactive role in supporting business growth
- a more co-ordinated approach to delivering business support and build on existing schemes eg Business Growth Hub
- infrastructure and strategic planning 25+ years
- work together across boundaries, retaining local identity that communities recognise
- working with City Regions to ensure Lancashire is well placed to contribute to the Northern powerhouse
- working with the LEP to market the 'Lancashire brand'
- seek Intermediary Body Status for Lancashire to deliver the ESIF programme utilising local knowledge and reducing duplication of activity
- strengthen links with the HCA and other relevant government agencies
- look to formalise joint working with other public sector bodies on public assets, land and property similar to the Land Commission model in London to identify public sector land for development

The Lancashire LEPs Strategic Economic Plan (SEP) sets out their growth ambitions for the next 10 years - 50,000 new jobs, 40,000 new houses and £3 billion additional economic activity.

To help achieve this Lancashire received one of the largest Growth Deal allocations totalling £250 million and has been notionally allocated £232 million of European Structure and Investment funds (ESI) for the programme period 2014-2020. The funds are being invested as part of the Lancashire Growth Plan with a focus on their use to increase productivity levels for key economic sectors, promote sustainable employment growth and to tackle barriers to employment for Lancashire's most disadvantaged communities.

We want to build on this further and secure long term investment for Lancashire where businesses are confident in their long term future, where wage levels are lifted and residents can gain the skills needed to secure local employment.

The private sector in Lancashire has a key role to play in directing and driving forward growth, understanding the business market both nationally and internationally and looking to future growth strategies. Our LEP will continue to play an important role in Lancashire governance.

LANCASHIRE'S OPPORTUNITIES

As outlined throughout this review, Lancashire is a diverse area with pockets of benefit dependent communities alongside thriving and affluent areas. Building on a strong manufacturing history, there is tremendous potential for new and emerging sectors which Lancashire is well placed to deliver and contribute towards GDP and the government's agenda outlined in 'Fixing the foundations: Creating a more prosperous nation'.

Lancashire already has a range of initiatives to support economic growth and develop critical infrastructure which will unlock employment and housing sites making areas more attractive to

developers and provide a sound base for Lancashire to build upon. Initiatives and opportunities include:

- **Health and Digital Innovation** presents a real opportunity for Lancashire in terms of investment, productivity, prosperity and retaining graduates and directly linking to local health benefits. Information and communications; professional, scientific and technical are both growing sectors in Lancashire and the Government believes digital health will be an important growth area for the economy. The value of digital health to the UK economy is £1.9 billion and this is expected to significantly increase by 2018.

£100 million is being invested in Lancaster University Health Innovation Park and plans have recently been passed for a digital health village in Chorley. The North West is home to one of the largest life science industry clusters in the UK, specifically in medical technology. Manufacturing is the second largest employment sector accounting for 79,000 jobs including precision and advanced engineering and well placed to support innovation within health care. Over half of Lancashire's manufacturing jobs are in the East and with sites available long the M65 investment corridor there is a real opportunity to evolve manufacturing and innovation to support digital health intervention.

- Lancashire's **Assisted Areas** coverage has increased significantly which will support greater investment in the manufacturing and more deprived areas, supporting plans to increase business productivity, growth and sustainable employment.
- The **Liverpool Super port** presents significant opportunity, particularly to the West of Lancashire offering employment opportunity and upgrades to transport infrastructure. The Super port will enable larger container ships to dock as an alternative to the South coast becoming a core port in the EU network. Over 20,000 jobs are forecast to be created over the next 10 years. The Super port will have a positive impact for Lancashire's manufacturing base with companies ready to explore the global market and contribute to the UK exports.
- The **neighbouring city regions** of Manchester and Liverpool are set to outperform international cities such as Berlin and Tokyo in jobs growth. Over the last five years both cities reported the largest jobs growth in the UK. Lancashire is ideally placed to connect to these city regions with direct train routes from some of the main towns and close proximity to the M6, M61, M66 and M58.
- **Superfast Lancashire** will ensure that businesses have access to speedy and modern fibre broadband communications, through a £130 million investment programme, connecting companies and key strategic and employment sites. The benefits of this programme will be built upon to address the 'Digital Divide'. Given that many training and employment opportunities depend upon access to and/or depend upon the internet this of crucial importance given 27% of Lancashire households do not have access to the internet, of which 48% have a disability and 38% are unemployed. Superfast broadband is critical if we are to build digital health innovation.
- Lancashire has **four universities** – UCLAN, University of Cumbria, Edge Hill University and Lancaster University. The growing reputation of our university centres is reflected by the year on year high ranking of Lancaster University which is ranked in the top 10 of the UK's major university league tables and also Edge Hill University who won the Times Higher Education award for University of the Year for its achievements in student satisfaction and graduate employment.
- The Lancashire **Growth Deal** will play a key role in ensuring the benefits of economic growth are shared by all. This will include support for Lancashire residents to develop their skills, in the context of increasing demand for higher level qualifications, and access the employment opportunities being created. The Growth Deal, delivered by the LEP, will help to create up to 5,000 jobs, allow more than 6,000 homes to be built and generate up to £140 million in public and private investment.

- The **Preston, South Ribble and Lancashire City Deal** addresses the infrastructure issues that will release the economic potential of core locations through a £340 million Investment and Delivery Programme. This will deliver more than 20,000 net new private sector jobs and £2.3 billion in leveraged commercial investment. It has secured a 10 year funding allocation for major transport schemes.
- **Lancashire European Structural and Investment Funds (ESIF) Programme** that will provide £231 million of investment in Lancashire to support business growth, skills development, sustainable employment and social inclusion. The Lancashire ESIF Strategy sets out the local priorities for support whose implementation will be overseen by the Lancashire sub-committee of the national Growth Board.
- The Lancashire **Growing Places Fund** has fully committed its allocation of £20 million to support economic infrastructure and will invest recycled funds through a second wave of activity. So far, it has attracted £100 million of additional investment, supporting the creation of 3,000 new jobs and over 400,000 sq. of new business space.
- The Lancashire **Enterprise Zone** will focus on the Advanced Engineering and Manufacturing sector. It will promote Research and Development capability and support supply chain and skills development activity, acting as the focal point for a network of centres of excellence across Lancashire. Work has started on the Samlesbury EZ site to create a new entrance and access work is due to start shortly on a new BAE Training Facility, followed by a Defence Logistics Facility.

In March 2015 the Government announced, subject to further business case development, an 'in principal' designation as an Enterprise Zone for part of the Blackpool Airport site. On 8th July, following the submission of additional information in support of the original business case, the Government confirmed that the Blackpool Airport Corridor Enterprise Zone will be Lancashire's second Enterprise Zone.

- Support for growth orientated SMEs is being provided through **BOOST**, Lancashire's Growth Hub, which has brought together £40 million of programmes to support high growth companies and Start Ups delivering 2000 jobs .
- **Transport for Lancashire (TfL)**, works with neighbouring transport bodies and Government to secure maximum benefit from national transport initiatives, including the development of the Northern Rail Hub, Rail Electrification and HS2, which improve the area's linkages to other major centres of economic growth, including Manchester, London and Leeds.

TfL is developing a £325 million investment programme to support a number of **Transport Masterplans** focusing initially on East Lancashire, Lancaster South and West Lancashire. They will include activity to support Strategic and Employment Site development along the Burnley-Pendle Corridor (in support of existing and future employment sites in proposed Assisted Areas), access improvements in Lancaster linked to the expansion plans of Lancaster University (in addition to the Heysham M6 link), and rail links in Skelmersdale improving connectivity to Manchester and Liverpool.

- Lancashire is well known for its industrial, environmental and coastal **heritage assets** from historic Lancaster to the Fylde Coast and across to East Lancashire where the industrial revolution started. Significant investment is underway with restoration projects across the county funded by the Heritage Lottery Fund and Arts Council such as £3 million to re-ignite the East Lancashire stretch Leeds – Liverpool Canal. Blackpool has retained its place as England's most popular seaside destination, famous for its tower and illuminations and is seeing improvements across the town and £100 million investment in its tramway.

SECTION THREE - HOW WILL WE GET THERE?

Lancashire has different challenges and opportunities across the county and as part of this review Leaders have recognised that there cannot be a 'one size fits all' approach to realising potential and ambitions.

There is no one dominant centre and the area clearly has functioning travel to earn and learn areas. The mechanisms for delivering economic growth across the area will differ and it's recognised that making the step change may be done on a county footprint, on a sub-level footprint or on a 'theme' footprint where a cluster of authorities may need to work together to tackle specific issues such as inadequate housing.

There will also be opportunity for some local authorities to explore partnerships, formal or otherwise, outside of Lancashire where geographically they may be dispersed, but issues more closely align eg Blackpool and other coastal towns.

In developing this Review, the Local Authorities considered a number of areas that pose a barrier to future growth and realising the ambitions for the area. There are a number of key areas that Lancashire wants to address, in particular:

- transport infrastructure and modern public transport systems
- influence and control of local spending – transport; housing; skills; business support; health and social care
- co-ordination of skills activities and budgets locally
- longer term and more co-ordinated infrastructure planning 25+ years ahead
- addressing public transport constraints – eg integrated smart ticketing, accountable governance arrangements for bus and rail franchising
- a restructured housing market
- faster and more co-ordinated delivery of major economic development projects
- a single voice for Lancashire, beyond the LEP and economic development to raise the profile of Lancashire and its offer.

OPTIONS APPRAISAL

In exploring governance options for Lancashire, an options appraisal framework was developed. To inform this framework Lancashire Councils were asked to identify some of the functions and services which could be considered as part of a governance review. These included where authorities felt there were gaps in provision or functions which could/needed to work better. The common and key themes which emerged were strategic planning; connectivity; housing; business support; skills; public service reform.

The strategic opportunities (mainly economic development and transport related) which could deliver step change for Lancashire were identified as:

- devolved funding
- greater influence and flexibility of any national, regional and local programmes
- longer term and more co-ordinated infrastructure planning
- spatial planning including on a sub-level Lancashire footprint
- public sector integration, particularly health and social care
- inward investment/improved profile

Taking these aspirations and opportunities, an appraisal was carried out of the various models for working together to deliver prosperity, investment, economic development, transport etc.

The options considered were:

- Enhanced status quo
- Joint Committee
- Economic Prosperity Board
- Integrated Transport Authority
- Combined Authority

MODEL	Enhanced status quo	Joint committee	Economic prosperity board	Integrated transport authority	Combined authority
Devolved funding	No	No	Limited	Only Transport funding	Yes
Greater influence and flexibility of any national, regional and local programmes	No	Limited	Limited	Only on transport	Yes
Longer term and more co-ordinated infrastructure planning	Limited	Limited	Yes	Only on transport	yes
Spatial planning	Yes	Yes	Yes	Only on transport	Yes
Public sector integration	Limited	Limited	No	No	Greater potential
Inward investment/profile	Limited	Limited	Yes	No	Yes

CASE FOR CHANGE

Lancashire has some excellent partnership arrangements in place across the County geography, engaging with partners in both the public and private sector as identified in section two.

Leaders have recognised that some of the ambitions set out earlier in this review, can be achieved through existing partnerships, better joint working, better relationships with stakeholders, some pooling of resources. However to achieve a prosperous Lancashire we need to demonstrate that Lancashire means businesses and provide reassurance that we have strong, robust governance arrangements in place to have a mature conversation with government departments.

The existence of the right investment sites, premises and infrastructure is crucial to ensure that Lancashire businesses can remain productive. Addressing our infrastructure constraints needs to be carried out in parallel with support for innovation, resource efficiency and skill development to ensure Lancashire can build upon its competitive advantages, and our businesses are able to remain competitive and grow sustainably.

However, in order to attract and maintain economic growth the local authorities need to create the right conditions for growth and will work together to set the strategic vision and delivery mechanisms so that Lancashire can become a net contributor to the national economy.

This review sets out the ambitions for Lancashire and what measures we need to put in place to achieve these ambitions.

The current governance arrangements are not sufficiently robust to enable Leaders to achieve their ambitions. Such as:

- limited governance arrangements to receive devolved funding
- there is insufficient joint working and partnership structures to influence skills provision, public transport provision, business support
- with the exception of the City Deal there is limited alignment of infrastructure planning across borough boundaries and certainly no statutory arrangements
- cross boundary working and infrastructure planning can be bureaucratic with decisions being made several times over across authorities
- inconsistent approach to service provision, eg health and social care
- individual scrutiny arrangements for cross boundary working.

CONCLUSION AND RECOMMENDATION

This review has concluded that the current arrangements do not provide sufficient governance or decision making arrangements to fulfil the ambitions for Lancashire.

There are currently no legally constituted bodies operating across Lancashire with democratic accountability to take strategic decisions on transport, economic development or regeneration leading to weaknesses in our ability to grow the economy. Without tackling these weaknesses the County will not be able to reach its full economic potential.

Having considered the economic evidence, the ambitions for Lancashire, the current decision making arrangements and the options appraisal, this Governance Review concludes that a Combined Authority provides the best opportunity for Lancashire to achieve its potential.

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A SCHEME FOR THE ESTABLISHMENT OF A COMBINED AUTHORITY FOR LANCASHIRE

1. Establishment of the Combined Authority

A Combined Authority shall be established pursuant to Section 103 of the Local Democracy, Economic Development & Construction Act 2009 (LDEDCA).

2. Name of the Combined Authority

The name of the Authority shall be The Lancashire Combined Authority (LCA).

3. Area of the Combined Authority

The whole geographical County of Lancashire incorporating the areas covered by County Council; Blackburn with Darwen and Blackpool Borough Council; and all the District Councils of Lancashire.

4. Constitution

4.1 Membership of the Combined Authority

Membership of the LCA will be drawn from the constituent Councils listed below:

- Blackburn with Darwen Borough Council
- Blackpool Borough Council
- Burnley Borough Council
- Chorley Borough Council
- Fylde Borough Council
- Hyndburn Borough Council
- Lancashire County Council
- Lancaster City Council
- Preston City Council
- Pendle Borough Council
- Ribble Valley Borough Council
- Rossendale Borough Council
- South Ribble Borough Council
- West Lancashire Borough Council
- Wyre Borough Council

In addition, non-constituent membership will be drawn from the Lancashire Local Enterprise Partnership (LEP).

4.1.1 Each constituent council shall appoint its Leader to be a member of the Combined Authority, and in addition shall appoint a substitute.

4.1.2 The LEP shall nominate its Chair to be a non-constituent Member of the

Combined Authority, and shall be entitled to nominate a member and a substitute.

- 4.1.3 All members of the CA must act in accordance with this Scheme of Governance and observe the Code of Conduct for members of the CA.
- 4.1.4 A Member ceases to be a Member or substitute Member of the Combined Authority if they cease to be a member of the constituent council or the LEP that nominated them.
- 4.1.5 To resign, the Member or substitute Member has to give written notice to the Proper Officer of the constituent council or the Company Secretary of the LEP.
- 4.1.6 Constituent councils may terminate and replace a Member or substitute Member at any time but must give written notice to the Combined Authority within 28 days.
- 4.1.7 The LEP may terminate and replace a Member or substitute Member nominated by it to the Combined Authority at any time but must give written notice to the Combined Authority within 28 days.
- 4.1.8 Where a Member or substitute Member appointment ends for whatever reason the constituent council or LEP shall give notice of the appointment of another of its elected members or member having due regard to paragraph 4.1.2 above as soon as possible to the Chair. Such appointments will be effective immediately.

4.2 Chairman and Vice Chairman

- 4.2.1 There will be an annual election of the Chair and Vice Chair. Incumbents will be eligible for re-election. Only council Leaders will be eligible for election as Chair and Vice Chair.
- 4.2.2 Appointment to be the first business at the Annual Meeting and to be made from amongst the Combined Authority's members.
- 4.2.3 A person ceases to be Chair or Vice Chair if they cease to be a member of the Combined Authority.
- 4.2.4 Any vacancy must be filled at the next ordinary meeting of the Combined Authority unless such meeting is within 14 days, when it will be the meeting following.

4.3 Proceedings

- 4.3.1 In the full spirit of partnership working every endeavor will be made on all matters to reach decisions by consensus such that the need for formal voting becomes academic.

4.3.2 However, if formal voting is required the following will apply:

The following decisions require a unanimous vote in favour by all constituent council members or substitutes present and quorate:

- Adoption of and any amendment to, withdrawal of any Strategy or Plan and associated schemes/programmes for which the Combined Authority has functions, powers or duties to produce
- Approval of the Combined Authority's annual budget including decisions on any levies, precepts or other demands for financial contribution from constituent authorities
- Approval of borrowing limits, Treasury Management Strategy including reserves, Investment Strategy and Capital Budget of the Combined Authority
- Approval of the Combined Authority's Constitution and any changes thereto
- Adoption of any freedoms or flexibilities offered by Government
- Future expansion of the Combined Authority's functions included but not limited to the transfer of functions by the councils to the Combined Authority and/or the devolving of powers from Government.

All other decisions to be by a 2/3rds majority of those constituent council members present and quorate.

4.3.3 Quorum is 10 voting Members or nominated substitute members.*

4.3.4 Each Member to have one vote.

4.3.5 There is no casting vote.

4.3.6 If a vote is tied it is deemed not to have been carried.

4.3.7 Proceedings are not invalidated by any vacancy amongst its Members or by any defect in the appointment or qualification of any Member.

4.4 Transitional Arrangements

4.4.1 Transport for Lancashire (TFL) will transfer from the LEP to become part of the Lancashire Combined Authority.

4.4.2 The three TFL authorities being:

Lancashire County Council
Blackburn with Darwen Council and
Blackpool Borough Council

The Combined Authority will reserve voting between those three constituent Members on:

- (i) The adoption and amendment of any Local Transport Plan under S108(3) Transport Act 2000
- (ii) Allocation of any Local Transport Plan funding to individual constituent councils.

4.4.3 Debate about items (i) and (ii) above will take place at a meeting of the full Combined Authority and all constituent and non-constituent members may take part in debate. Every effort will be made to reach consensus. If formal voting is required, decisions will be by a unanimous vote of the three TFL constituent councils.

4.4.4 The TFL constituent councils will use their best endeavors to:

- (i) Reach unanimous agreement with all the constituent and non-constituent members of the Combined Authority on any matters for decision, and
- (ii) Work toward a system of inclusive voting for all constituent councils.

4.5 Executive Arrangements

4.5.1 Executive arrangements (within the meaning of the Local Government Act 2000) shall not apply to the Combined Authority. However, the discharge of the functions of the Combined Authority will be subject to the scrutiny arrangements set out in this scheme.

4.6 Overview and Scrutiny

4.6.1 The 15 Local Authorities of Lancashire will establish a joint Overview & Scrutiny Committee to exercise scrutiny over the Lancashire Combined Authority including its sub committees.

4.6.2 The Overview and Scrutiny Committee of the Combined Authority will also agree with the LEP an approach to monitor and review the mandate and performance of the LEP.

4.7 Records, Standing Orders and Remuneration

4.7.1 Proceedings and the names of members present at meetings must be recorded.

4.7.2 Minutes must be kept and signed as a correct record at the next suitable meeting by the Chair of the meeting.

4.7.3 Any such signed minute shall be received in evidence without further proof.

4.7.4 Until the contrary is proved, a meeting of the Combined Authority evidenced by the signed minutes of proceedings, are deemed to have been duly convened and held.

- 4.7.5 The Combined Authority may make Standing Orders which shall apply to proceedings of the full Authority and its committees.
- 4.7.6 No remuneration is payable to members of the Combined Authority.
- 4.7.7 Any allowances or expenses which may be made to Councillor Members arising out of Combined Authority membership shall be determined and borne by the appointing council for each Combined Authority Member individually.

4.8 The Function of the Lancashire Combined Authority

- 4.8.1 The purpose of the Lancashire Combined Authority is to improve the exercise of statutory functions in relation to economic development, growth, skills and transport across the whole geographical county of Lancashire leading to an enhancement of the economic conditions and performance of Lancashire. It will seek to further public sector reform including health and social care integration.
- 4.8.2 The Lancashire Combined Authority intends to pursue an Economic Growth Strategy through a balanced approach, with economic, social and environmental sustainability at its core. This will reflect the location of the area.
- 4.8.3 The Lancashire Combined Authority will seek to promote managed and sustainable economic growth as a policy to deliver jobs and prosperity to communities and households to secure good quality of life of all the people of the area.
- 4.8.4 The Lancashire Combined Authority intends to provide leadership and a unified strong advocacy for Lancashire on key strategic issues. It will work on ensuring closer co-ordination and delivery of transport, planning and skills. It will provide an integrated approach to achieving priorities.

4.9 The Functions, Powers and Duties of the Lancashire Combined Authority

- 4.9.1 The Lancashire Combined Authority will have powers in relation to strategic economic development, planning, transport, skills, training, housing and public sector reform including health and social care integration. These powers will be exercised by the Lancashire Combined Authority on a concurrent basis with the constituent Member Authorities. In other words, no powers have been “ceded” to the Lancashire Combined Authority by its constituent members.
- 4.9.2 Subject to Government agreement, functions will include:
- The public sector decision making body for strategic economic development and transport for the Lancashire Combined Authority area;
 - setting the Economic Strategy for the Lancashire Combined Authority area;
 - setting the Investment Strategy for the Lancashire Combined Authority area;

- implementing the Investment Strategy for the Lancashire Combined Authority area;
- making decision in relation to the uplift on business rates received from the Enterprise Zones;
- Co-ordinated inward investment activity;
- Functions as currently exercised through BIS, DfE and their executive agencies in respect of further education provision, co-ordination and funding;
- Functions in respect of the funding and provision of housing in the area of the Combined Authority e.g. from the Homes and Communities Agency;
- Functions in respect of control and co-ordination of surplus public land in Lancashire to create sites for residential and commercial growth. Examples of vacant land holding would include that owned by constituent members of the Combined Authority, Network Rail, the NHS, Government Departments or private sector developers;
- Functions in respect of provision, co-ordination and funding of initiatives for increasing employment and improving skills as currently exercised through the Department for Business Innovation and Skills and its executive agencies;
- Functions in respect of the provision of support and funding for local business initiatives in the area of the Combined Authority as currently exercised through the Department for Business Innovation and Skills and its executive agencies;
- The duty under Section 8 (i) of the Housing Act 1985 (duty of local housing authorities to consider housing conditions in their district and the needs of the district with respect to the provision of further housing accommodation);
- The functions of a local transport authority under the Transport Act 2000 and any other enabling legislation (and including, by order, the functions of a Passenger Transport Executive under section 88 of the Transport Act 1985);
- The functions of local authorities under the Transport Act 1985;
- To develop, and subsequently monitor, investment plans utilising Government and European funds for the Lancashire Combined Authority area;
- To develop a Growth Deal for the Combined Authority area; and
- Functions currently exercised through the Department of Work and Pensions in respect of job seeking and employment.

4.9.3 Subject to Government negotiation the Lancashire Combined Authority seeks the following powers:

- The General Power of Competence to provide for maximum flexibility in being able to deal with economic development, stimulating growth and energizing communities;
- Power to encourage visitors and to provide conference and other facilities;
- Duties and powers related to the provision of education and training for persons under and over compulsory school age;
- Duty to prepare an assessment of economic conditions in the area;
- Power to arrange for the publication within their areas of information relating to the functions of the authority;
- Power to prosecute and defend legal proceedings;
- Research and collection of information;

- Powers under the Apprenticeship, Skills, Children and Learning Act 2009;
- Powers related to the establishment of a Land Commission for Lancashire including the HCA's Housing and Regeneration Act 2008 and for Compulsory Purchase Orders

4.9.4 The Lancashire Combined Authority shall exercise any function of the Secretary of State delegated to the Combined Authority by the order of the Secretary of State, pursuant to Section 86 LTA 2008 and Section 104(1)(b) LDEDLA. Such functions shall be exercised subject to any condition imposed by the order.

4.10 Funding

4.10.1 The constituent councils to meet all costs reasonably attributable to the exercise of its functions on an equitable basis. Equitable basis also means where possible the constituent councils will meet these costs in kind.

4.10.2 The Combined Authority will agree an annual budget for the purpose of its expenditure.

4.11 Statutory Officers

4.11.1 The Combined Authority has a duty to appoint to the three statutory positions being:

- Head of Paid Service
- S151 Officer
- Monitoring Officer

4.11.2 These positions will be undertaken by officers already serving in one or more constituent councils.

4.12 The Lancashire Enterprise Partnership

4.12.1 It is envisaged that the Combined Authority for Lancashire would include local authorities and the LEP within its governance structure. The Combined Authority would provide strategic leadership, direction and prioritisation of the resources for the functions within its remit and as directed by Government.

4.12.2 The Combined Authority is responsible for establishing an overarching Lancashire Plan, including a Growth Strategy, developed by the Lancashire Enterprise Partnership (LEP) in conjunction with the Combined Authority. The LEP is an independent business-led body which operates within an Assurance Framework agreed with the Combined Authority.

4.12.3 The LEP, as part of its mandate from the Combined Authority, will be responsible for directing and managing current and future growth programmes and relevant

funding streams, in accordance with the Growth Strategy agreed with the Authority.

- 4.12.4 The LEP's Employment and Skills Board will operate in a joint arrangement of the LEP and Combined Authority.
- 4.12.5 The Chair of the LEP is drawn from the private sector. The constituent members of the Combined Authority will appoint five members to the LEP Board. As detailed earlier at 4.1.2 the LEP Chair will be a non-constituent member of the Combined Authority.
- 4.12.6 The Overview and Scrutiny Committee of the Combined Authority will also agree with the LEP an approach to monitor and review the mandate and performance of the LEP.

4.13 Other Arrangements

- 4.13.1 The Combined Authority may establish sub-committees, and delegate powers and functions as appropriate.

DRAFT

Report to:	COUNCIL
Relevant Officer:	Mark Towers, Director of Governance and Regulatory Services
Relevant Cabinet Member	Councillor Simon Blackburn, Leader of the Council
Date of Meeting	25 November 2015

INDEPENDENT REMUNERATION PANEL AND INDEPENDENT PERSONS APPOINTMENTS

1.0 Purpose of the report:

1.1 At the meeting of the Council in July 2015, it was agreed that the Director of Governance and Regulatory Services be authorised to advertise for two additional members of the Independent Remuneration Panel to fill vacancies and to liaise with the two Group Leaders in undertaking this recruitment and then to make recommendations to Council. The criteria for appointment being the same as previously applied. The report also considers the appointment of Independent Persons under the Localism Act 2011.

2.0 Recommendation(s):

2.1 To agree to appoint Mr H Evans and Mrs H Hockenhull as additional Independent Remuneration Panel members.

2.2 To agree to extend the term of office for Mr A Mozley, Mr B Horrocks and Mr R Ellwood as statutory independent persons pursuant to Section 28 (7) of the Localism Act 2011 until 1 June 2016 or a lesser period (agreed by Council), subject to the successful conclusion of the recruitment process. Any new appointees and re-appointments will be subject to Council approval.

2.3 To agree that the Council's Members Allowances Scheme be amended to bring effect to the decision of Council on 8 July 2015 as set out in paragraphs 5.8 and 5.9.

3.0 Reasons for recommendation(s):

3.1 To fill vacancies on the Independent Remuneration Panel and to ask Council to consider the appointment process for the statutory independent persons under the Localism Act 2011.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options to be considered:

To not make any appointments.

4.0 Council Priority:

4.1 The recommendations in this report meet all the Council's priorities.

5.0 Background Information

5.1 The Independent Remuneration Panel was formed by the Council in 2001 and has a duty to provide the Council with recommendations on its scheme of members' allowances and amounts to be paid. One of the Independent Remuneration Panel members Mrs Parker has decided to stand down from the Panel and as approval had already been given for two vacancies, expressions of interest were sought and information circulated through various groups. The advert set out the criteria of the type of person sought and in particular stated that the applicant should have no formal political party affiliation, not be an employee of, or an elected member of Blackpool Council and not be currently a close friend/ relative of an elected member of Blackpool Council.

5.2 Following advertising of the positions, interviews were held in November 2015. Following the interviews, consultation was also undertaken with the Leader of the Council and the Leader of the Conservative Group. This has resulted in two individuals being recommended to be appointed as additional Independent Remuneration Panel members, these being Mr Hugh Evans, a current Panel member of Preston City Council's Independent Remuneration Panel and a senior officer of the North and Western Lancashire Chamber of Commerce and Mrs Helen Hockenhill, a current Panel member of Fylde Borough Council's Independent Remuneration Panel. Helen also has 25 years previous public sector experience (including local government) latterly as a senior officer.

5.3 The Localism Act 2011 abolished the former standards regime including the requirement to have co-opted independent members. However, in the interests of enabling independent scrutiny of the process by which complaints against elected members are dealt with, the Act includes a requirement that all Local Authorities must appoint at least one Independent Person.

5.4 In addition, the Monitoring Officer must consult with the Independent Person prior to referring a matter for formal investigation. The Monitoring Officer can also use them in an advisory manner in other standards matters. The Act also states that an

Independent Person should be available to be consulted by a member who is the subject of an allegation that they have breached the Members' Code of Conduct. As the Independent Person advising a member subject to an allegation cannot be one and the same as to whom the Monitoring Officer has utilised, this leads to the conclusion that there should be at least two Independent Persons.

- 5.5 Following the introduction of the legislation in 2012, Fylde and Blackpool Councils agreed to share Independent Persons across both Councils and agreed to appoint three independent persons for a three-year period, finishing on 31 January 2016. The arrangement with Fylde Borough Council has been very successful over the last three years and the scrutiny, advice and support of the three Independent Persons has been equally positive.
- 5.6 Although there is no legislative requirement to re-advertise the positions, it is considered good practice to refresh the panel after a period of time and the Council is therefore requested to authorise the placement of an advert to recruit Independent Persons. As the recruitment process is unlikely to have been concluded by 31 January 2016, the Council is further asked to agree that the current Independent Persons continue in their role until 1 June 2016 or a lesser period, subject to the successful conclusion of the recruitment process. Any new appointees will be subject to Council approval in due course.
- 5.7 It is anticipated that the current cost-sharing arrangements will continue with Fylde Borough Council and it is recommended to extend the term of office for the Council's Independent Persons Mr Mozley, Mr Ellwood and Mr Horrocks until 1 June 2016 or until an earlier time should Council conclude the appointment process sooner.
- 5.8 On 8 July 2015 the Independent Remuneration Panel recommended to Council that non-Executive Chairman across all five wholly owned companies be paid (£2,500 per annum) and the same payment be made for other non-Executive Directors (£1,000 per annum). This was agreed in principle by Council (and subsequently all the Companies) and it also agreed with the Panel's recommendation that these payments be uplifted in line with the National Joint Council for Local Government Pay award. The payments across four of the companies would be for the company to make to the non-Executive Directors.
- 5.9 However, regarding Councillor appointed non-executive directors for Blackpool Transport Services Limited, it would be for the Council to pay the relevant equivalent amount. This is because the Transport Act 1985 precludes the company paying Councillors direct for acting as a Director. It is recommended that to bring parity with the other four companies these payments be agreed as an additional member allowance applicable to those that hold the positions. This is a similar principle to those Councillors who serve on the Combined Fire Authority, who also receive an additional payment.

Does the information submitted include any exempt information? No

List of Appendices: None

None.

6.0 Legal considerations:

6.1 The Local Authorities (Members' Allowances) (England) Regulations 2003 set out the requirements for appointment to the Independent Remuneration Panel. Section 28 (7) of the Localism Act 2011 states the requirement to appoint at least one Independent Person for standards matters.

7.0 Human Resources considerations:

7.1 There are no Human Resource considerations

8.0 Equalities considerations:

8.1 There are no equalities considerations to this report.

9.0 Financial considerations:

9.1 There are no financial considerations, other than the Panel members can claim reasonable expenses for attending meetings, which may be held. The statutory Independent Persons appointed under the Localism Act 2011 have an honorarium of £500 per year.

10.0 Risk management considerations:

10.1 There are no risk management considerations other than not having sufficient members to serve on the Panel.

11.0 Ethical considerations:

11.1 There are no ethical considerations

12.0 Internal/ External Consultation undertaken:

12.1 Consultation has taken place with the Leader of the Council and the Leader of the Conservative Group regarding the Independent Persons on standards issues and the Independent Remuneration Panel appointments. Council has previously agreed the principle of paying non-executive directors on 8 July 2015.

13.0 Background papers:

None

Report to:	COUNCIL
Relevant Officer:	Mark Towers, Director of Governance and Regulatory Services
Relevant Cabinet Member	Councillor Simon Blackburn, Leader of the Council
Date of Meeting	25 November 2015

HONORARY ALDERMEN

1.0 Purpose of the report:

1.1 Following consultation with the Mayor, the Leader of the Council and the Leader of the Conservative Group, the Council is asked to give consideration to agreeing a process under section 249(1) of the Local Government Act 1972 for conferring upon retired Councillors, who, in the opinion of the Council, have rendered eminent service to the Borough, the title of 'Honorary Alderman'. Similar awards are already in place at Councils such as Fylde Borough, Wyre Borough, Preston City and Lancashire County Councils.

2.0 Recommendation(s):

2.1 To agree to adopt the award of Honorary Alderman of the Borough under section 249(1) of the Local Government Act 1972 and agree the process and criteria as set out in section 5 of this report.

2.2 That invitations be extended to former Councillors Henry Mitchell, Val Haynes, Sylvia Taylor, Peter Evans, Joyce Delves and Brian Doherty to attend a special meeting of the Council in May 2016 to be awarded the title of Honorary Alderman.

2.3 That the Director of Governance and Regulatory Services be requested to arrange a Special meeting of Council in May 2016.

3.0 Reasons for recommendation(s):

3.1 To recognise long-serving councillors who have made an exceptional contribution to the Borough and their community during their time in office.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options to be considered:

To not introduce the award.

4.0 Council Priority:

4.1 The recommendations in this report meet all the Council's priorities.

5.0 Background Information

5.1 The title of Honorary Alderman may be conferred on persons who have, in the opinion of the Council, rendered eminent services to the borough, but who are no longer serving Members. There is no specific definition of 'eminent services', it being left to the discretion of the Council to assess and recognise any individual's contribution to the activities of the Council and the borough. Whilst the award of Honorary Alderman of the Borough does not convey with it any legal rights or responsibilities, Honorary Aldermen support the office of Mayor and are invited to attend civic ceremonial events. A minimum of 15 years service as a councillor is recommended.

5.2 In accordance with Section 249 of the Local Government Act 1972 nominees must receive the support of not less than two-thirds of the Members voting at a special meeting convened for that purpose.

5.3 It is recommended that (unless exceptional circumstances prevail) it only applies to Councillors who have stood down from the Council, as opposed to losing their seat at an election. (It is also recommended that the award does not apply to past members of the Council who have stood down prior to May 2015). A resolution would need to be passed to convene a special meeting of the Council, to award formally the status of Honorary Alderman to those nominees.

5.4 It would be expected that an Honorary Alderman would be invited to civic events, act as ambassador for the Council and promote civic pride within the borough. Honorary Aldermen would also be entitled to a car park permit and if appropriate use of a tram / bus pass, operated by the Transport company.

Does the information submitted include any exempt information? No

List of Appendices: None

None.

6.0 Legal considerations:

6.1 Section 249(1) of the Local Government Act 1972 allows Councils to confer the award of Honorary Alderman.

7.0 Human Resources considerations:

7.1 There are no Human Resource considerations

8.0 Equalities considerations:

8.1 There are no equalities considerations

9.0 Financial considerations:

9.1 A small badge of office would be purchased but this can be met from within current budgets.

10.0 Risk management considerations:

10.1 There are no risk management considerations

11.0 Ethical considerations:

11.1 The conferring of such an award recognises the dedicated service the nominee will have made to the borough of Blackpool.

12.0 Internal/ External Consultation undertaken:

12.1 Consultation has taken place with the Mayor, the Leader of the Council and the Leader of the Conservative Group.

13.0 Background papers:

None

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Report to:	Council
Relevant Cabinet Member	Councillor Simon Blackburn
Date of Meeting :	25 November 2015

CHIEF OFFICERS

1.0 Purpose of the report:

1.1 To ratify the recommendations of the Chief Officers Employment Committee.

2.0 Recommendation(s):

2.1 That the current grade range of the Chief Executive, agreed by Council in July 2011, be reduced by three spinal column points as set out in paragraph 5.3.

2.2 To note that the remuneration package for the Director of Public Health has not changed since the transfer to the Council on 1 April 2013.

2.3 To ratify the remuneration package for the new post of Director of People, as set out in paragraph 5.5 in line with the Council's Pay Policy Statement.

2.4 To confirm that Delyth Curtis be designated as statutory Director of Children's Services and Karen Smith statutory Director of Adult Services on a permanent basis.

3.0 Reasons for recommendation(s):

3.1 The Chief Executive had previously highlighted to the Chief Officers Employment Committee that the temporary statutory posts of Director of Children's Services (Delyth Curtis) and the Director of Adult Services (Karen Smith), in particular, were subject to a high level of challenge and external scrutiny in terms of performance. These temporary designations had since been agreed by Council to the end of November 2015.

The above recommendations require Council ratification as a result of the recommendations of the Committee.

3.2a	Is the recommendation contrary to a plan or strategy adopted or approved by the Council?	No – although the salary for the positions of Chief Executive, Director of Public Health and Director of People need Council ratification.
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3.2b Is the recommendation in accordance with the Council's approved budget? Yes

4.0 Council Priority:

4.1 The relevant Council Priority is to deliver quality services through a professional, well-rewarded and motivated workforce.

5.0 Background Information

5.1 In February 2015, a report was presented to the Chief Officers Employment Committee, which explained that a number of temporary changes had taken place over the previous year in relation to the Council's senior management structure, namely the secondment of a chief officer to Blackpool Coastal Housing Limited and the interim arrangements put in place following the resignation of the previous Director of Children's Services.

5.2 At that meeting the Hay group had been commissioned by the Committee, as a specialist service that had experience of working with the Council in respect of the chief officer core, to work with the Chief Executive in reviewing the senior management structure. The result of that review was reported to the Chief Officer Employment Committee on Monday 16 November 2015.

5.3 The review did not include the Chief Executive post, but the Committee agreed a proposal that the current grade range of £137,840-161,560, that included eight spinal column points (SCPs) should be reduced to contain five SCPs to match the other Chief Officer posts and the new grade range is therefore reduced to £137,840-151,396. The Chief Executive has for the last four years taken a reduction in pay beneath the bottom point for the role on the basis of a personal agreement which has now ended. The current grade is the same grade, which was agreed by Council on the Chief Executive's appointment on 20 July 2011. This grade is put forward for Council ratification in accordance with the Council's Pay Policy Statement.

5.4 The Hay review also did not include the Director of Public Health as he had transferred to the Council under TUPE arrangements on 1 April 2013 (agreed by full Council on 13 March 2013) and his current pay band of £84,667 - £101,451 (with additional allowances) still applies and has not changed.

5.5 The Hay review did assess the appropriate pay banding for the new post of Director of People which included responsibilities for Children's and Adults Services. The proposed pay band for this position is £103,846 to £116,453. The Council has provision in its pay policy to apply market supplements subject to the provision of documentary evidence from at least three sources to support it. Based on current data the Chief Officer's Employment Committee agreed to apply a £5,000 supplement to the Director of People role which includes the Director of Children's Services statutory designation. All market supplements are reviewed annually and

the Committee delegated to the Chief Executive to take a decision about the continuance or otherwise of the market supplement based on the evidence provided by the Human Resources Team each year. This grade is put forward for Council ratification in accordance with the Council's Pay Policy Statement.

- 5.6 The Committee at its meeting on 16 November 2015 also wished to see the temporary arrangements in place for the two statutory positions be confirmed and accordingly recommend to Council that that Delyth Curtis be designated as statutory Director of Children's Services and Karen Smith statutory Director of Adult Services on a permanent basis.

Does the information submitted include any exempt information? No

List of Appendices:

None.

6.0 Legal considerations:

- 6.1 Equal Pay considerations are at the heart of all processes connected with structures, responsibility and pay grade. This independent review process by an organisation that are well established for their gender bias free pay evaluation model is recommended as a means of ensuring that all proposals in this regard are free of gender bias.
- 6.2 The Council's current Pay Policy Statement states that "appointments made to posts with a remuneration package of more than £100,000 being ratified by Council".

7.0 Human Resources considerations:

- 7.1 The Chief Executive, chief officers and senior managers were consulted in the development of the Hay report by members of the Hay group.
- 7.2 The Trades unions have been invited to comment on their position on the matter of chief officer pay in advance of the publication of this report and are of the view that the Council allows for officers duties to be reviewed as part of its Job Evaluation scheme and this same opportunity should therefore be available to Chief Officers.

8.0 Equalities considerations:

- 8.1 Please see legal considerations above.

9.0 Financial Considerations:

- 9.1 Over the past four years, the cost of senior management to the organisation has reduced by £3 million.
- 9.2 Implementing this new chief officer structure agreed by the Chief Officer Employment Committee will save £33,000 in the year 2016/ 2017 and will allow for a possible investment of £60,000 in alternative education provision to be discussed with the Schools Forum.

10.0 Risk management considerations:

- 10.1 The Council must have a senior management structure that enables it to deliver services and outcomes for the people of Blackpool in line with the Council Plan. It needs to attract and retain talented people in a difficult market, particularly given the very difficult financial climate in which it operates. The risks associated with having a weak management team are significant in terms of service failure.
- 10.2 The Council operates in a difficult financial climate and must consider affordability in determining its arrangements for senior officers and their pay. This must however be balanced in such a way that is fair in terms of equal pay legislation and enables the attraction and retention of talent and meets the Council's obligations in terms of equal pay.

11.0 Internal/ External Consultation undertaken:

- 11.1 Consultation has been undertaken internally within the Council and with the recognised trades unions.

12.0 Background Papers

- 12.0 None.

Item 11 - Notice of Motion

To consider the following motions which have been submitted in accordance with Procedure Rule 12.1:

a) HOMELESS ORGANISATIONS IN BLACKPOOL. Councillor Williams to propose.

Homeless organisations in Blackpool depend entirely on charity funding and Housing Benefit. No evidence is currently provided as to the ultimate results in terms of long term re-homing or social integration.

Whilst it is agreed they provide a most valuable service they should in fact, if successful in their outcomes, be self liquidating.

Since 2012, this Council has administered over £39 million pounds in Housing Benefit to Housing Associations, Registered Social Landlords and identifiable Landlords. Whilst a large proportion of this public money may be attributed to the Council's own Blackpool Coastal Housing Association, it must be considered that other separate Homeless organisations are claiming a significant amount on an annual basis.

This Council therefore recommends that the Resilient Communities Scrutiny Committee, sets up a full and thorough scrutiny of the effectiveness of homeless shelters and organisations in Blackpool to ensure that their objectives are being met and that those who need their refuge are being successfully guided into a contributing social environment.

The exercise will also provide additional opportunity for the Council to confirm its commitment in regard to its position in deploying a most responsible position in the distribution of Housing Benefit to these sectors.

b) BLACKPOOL TENANTS RIGHT TO BUY. Councillor Williams to propose.

It is reported this week that over 1000 housing association tenants are signing up each week to buy their homes.

A website dedicated to those who wish to buy has had 5000 individuals sign up in the first month.

Social housing tenants share the same hopes and dreams as everyone else. They live in same towns their children go to the same schools they have the same ambitions for themselves and their families. They should be given the same opportunities if they aspire to own their own homes.

The Government is soon to launch a ground breaking scheme giving all 1.3 million families in rented housing association accommodation properties the right to buy, offering discounts of up to 70% with terms and conditions on re-sales. The cost of the discount will be funded by Central Government.

The scheme will also be supported by a generous home owning ISA savings scheme where the Government will put in £50 for every £200 saved.

The Council is therefore asked to place on record its support for the families living in Blackpool Coastal Housing properties who wish to purchase their own home to actively support this Government scheme and to request Blackpool Coastal Housing to notify each tenant of the website, provide details of the scheme in the Association's newsletters and on the Council's website and that Blackpool Coastal Housing customer service staff are also trained to understand how the scheme works and provide full assistance to those who wish to partake.