



Overview and Scrutiny Committee Agenda

Wyre Borough Council
Date of Publication: 31 August 2018
Please ask for : Peter Foulsham
Scrutiny Officer
Tel: 01253 887606

Overview and Scrutiny Committee meeting on Monday, 10 September 2018 at 6.00 pm in committee room 2, Civic Centre, Poulton-le-Fylde

1. **Apologies for absence**
2. **Declarations of interest**
3. **Confirmation of minutes** (Pages 1 - 24)

To confirm as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on Monday 30 July 2018.
4. **Digital transformation - update on paperless meetings**

The Service Director Performance and Innovation will attend to provide the committee with a verbal update about the progress of the implementation of paperless meetings, and to advise members about the next steps to be taken.
5. **Business Plan 2018/19 - quarterly performance report** (Pages 25 - 28)

The Service Director Performance and Innovation has submitted a report, the 1st Quarter Performance Statement 2018/19, April – June 2018.
6. **LGA Peer Review - actions taken** (Pages 29 - 70)

The Service Director Health and Wellbeing will report verbally on the progress of actions taken on the recommendations of Wyre's Corporate Peer Challenge Review undertaken in March 2017.

An updated version of the original Feedback Report, which includes notes (in red) on some key progress outcomes, is attached.
7. **Overview and Scrutiny Work Programme 2018/19- update report** (Pages 71 - 74)

The Scrutiny Officer, Peter Foulsham, will provide a verbal update on the delivery of the Overview and Scrutiny Work Programme 2018/19.

The report will include a proposal for a scrutiny task group to be set up to review the provision of public conveniences in the borough, for which a draft scoping document has been prepared (copy attached).

8. Statement of Accounts

(Pages 75 - 80)

The Head of Finance, Clare James, has submitted a report. The report includes extracts from a 'Questions and Answers' document, which was tabled at a meeting of the Audit Committee held on 24 July 2018.



Overview and Scrutiny Committee Minutes

The minutes of the Overview and Scrutiny Committee meeting of Wyre Borough Council held on Monday, 30 July 2018 in committee room 2, Civic Centre, Poulton-le-Fylde.

Overview and Scrutiny Committee members present:

Councillors John Ibison, Ian Amos, Rita Amos, Howard Ballard, Colette Birch, Rob Fail, John Hodgkinson, Patsy Ormrod, Julie Robinson, Ron Shewan and Evelyn Stephenson

Apologies for absence:

Councillors Kerry Jones, Emma Ellison and Matthew Vincent

Other councillors present:

Councillor Brian Stephenson

Officers present:

Peter Foulsham, Scrutiny Officer

Others present:

Dr Tony Naughton, Chief Clinical Officer, Fylde and Wyre Clinical Commissioning Group
Mark Britton, Communications Manager, Fylde and Wyre Clinical Commissioning Group

No members of the public or press attended the meeting.

15 Declarations of interest

None.

16 Confirmation of minutes

It was agreed that minutes of the meeting of the committee held on 25 June 2018 be confirmed as a correct record.

17 Lancashire County Council Health Scrutiny Committee 2017-18

Councillor Julie Robinson presented a report to advise the committee about the work of Lancashire County Council's Health Scrutiny Committee during 2017/18.

Councillor Robinson, Wyre Council's co-opted member of the committee, drew councillors' attention to Lancashire County Council's Health Scrutiny Committee's Work Programme 2018/19 which detailed the dates and topics to be scrutinised through the year. She asked that all members of the Overview and Scrutiny Committee be sent details of the Work Programme in case they wished to ask any questions, which they could do through her.

It was agreed that the report be noted.

18 Overview and Scrutiny Work Programme 2018/19

The Service Director Performance and Innovation submitted a report updating the committee about the delivery of the 2018/19 Overview and Scrutiny Work Programme.

Additional information was presented to the committee on a number of other matters:

- (i) The Corporate Management Team had considered proposing some amendments to the policy on Corporate Complaints but, following best practice advice from the Ombudsman's Office no significant changes would be made.
- (ii) The Neighbourhood Services and Community Safety Portfolio Holder, Councillor Roger Berry, provided a written note about the new arrangements for Neighbourhood Policing that were proposed to come into effect in the autumn, as follows:
 1. *Fleetwood and Garstang Police Stations will be retained. It is planned to use rooms at the Civic as a base to replace the Bungalow which has been vacated.*
 2. *There will be 6 Community Safety Police Officers, 1 based at Garstang, 1 possibly 2 based at Poulton and the rest at Fleetwood. They will be supported by Police Response Teams consisting of 2 Sergeants and 17 PCs based at Fleetwood and 2 PCs based on Garstang .In addition there will be some 15 PCSOs but it has not yet been decided where they will be assigned to. There will be 2 Early Action Officers who will work with various agencies including our Community Safety Team and hopefully they will be based at the Civic Centre.*

The Response Teams will mostly work from cars and vans and from my prospective we will have to monitor how this works out for the areas around Preesall and Knott End which are some distance from the bases and the same can be said to some extent for Poulton certainly until the Civic base is reopened.

Members of the committee commented that there was a lack of information provided so it was not possible to come to a firm view about whether the proposals were favourable or not. It would have

been more helpful had more detailed figures and trends been provided. Anecdotal evidence suggested that the figures quoted indicated an increase in the number of officers but it was not known whether this would translate into more officers on the ground.

It was agreed that the matter should be investigated in more depth by the committee once the new arrangements had been in place for twelve months. A report on the implementation of the arrangements and their impact would be requested for autumn 2019.

(iii) Blackpool Council's Adult Social Care and Health Scrutiny Committee's Work Programme 2018-2019 was circulated to members for their information.

(iv) The Corporate Management Team had recently agreed to scrap the capital bids process, which would be replaced with the submission of ad hoc business cases. It was acknowledged that capital bids had not routinely been presented to the committee for several years.

The question was posed as to whether the ad hoc bids would routinely be submitted to the Committee, but it was agreed instead that members would individually keep a close eye on the Schedule of Executive Decisions and bring any such matters to the committee for closer examination if necessary.

(v) A recent Audit Committee meeting had considered a report on the Statement of Accounts. There were items in the report which gave rise to questions that the Overview and Scrutiny Committee reasonably might wish to raise. It was agreed to consider the Statement of Accounts in greater detail at the next meeting in September.

It was agreed

- (i) That a report on the implementation of revised Neighbourhood Policing arrangements in Wyre be considered by the committee in October 2019,
- (ii) That an item on the council's Statement of Accounts be considered at the next meeting on Monday 10 September 2018
- (iii) That the report be noted.

19

Update on health and care developments

Dr Tony Naughton, Clinical Chief Officer, Fylde and Wyre Clinical Commissioning Group (CCG), made a presentation to update the committee on local health and care developments. He was accompanied by Mark Britton, Communications Manager, Fylde and Wyre CCG. Dr Naughton's Powerpoint presentation is attached to these minutes.

In response to a question Dr Naughton said that, despite the best efforts, it

was impossible to provide GP appointments in evenings and at weekends in all practices – there simply were not the staff to provide such a service. There were only a limited number of GPs who were willing to do that, although out-of-hours was provided in three locations within the CCG's area, with the possibility of one or two others starting in the near future.

Social isolation remained a challenge, although the CCG's section in the council's Life in Wyre survey did assist in identifying some isolated individuals. The 'Just Good Friends' scheme was working well in Fylde and Dr Naughton was also made aware of the work of the 60+ Community Centre in Queensway, Poulton-le-Fylde, which had proved very successful.

When asked about the mid- to long-term staffing of the NHS, a situation likely to be made more difficult by Brexit, Dr Naughton confirmed that there had never been a national workforce plan. The NHS relied on bringing in many doctors and nurses from across the world, and there was a general trend to lose full time staff to be replaced by part-time staff, which made the situation still more challenging. In addition, 20% of nurses successfully trained in the UK did not go on to take up a post.

A questions was posed about the integration of health and social care in Lancashire. Dr Naughton expressed concern about the scale of the county and said that, in his opinion, dividing it into smaller geographical areas would make it easier to protect health and social care funding in the more rural parts of the county, like Wyre. He anticipated that the demands of Blackpool and parts of the east of the county would be very strong indeed. This was something that the committee should monitor closely.

Dr Naughton informed the committee that there were plans for the Fylde and Wyre CCG and the Blackpool CCG to be jointly managed in the near future. Dr Naughton's post would not be replaced and Dr Amanda Doyle would then take on similar responsibility for both CCGs.

The Chairman, Councillor John Ibison, thanked Dr Naughton and Mr Britton for attending the meeting and for their very informative presentation.

20 MyHomeChoice task group - draft recommendations

Councillor Howard Ballard, Chair of the MyHomeChoice task group presented the task group's report and recommendations.

Concerns were expressed about the very limited scope of the task group's review and the fact that it restricted the impact of scrutiny. Relatively little statistical information had been presented and it would have been more helpful to members of the task group to have received comparative information that showed trends in the demand, supply and availability of social housing.

The task group had identified four recommendations during their meeting, two of which were suitable for submission to the Cabinet for their consideration,

namely,

- (a) That the proposed changes to the arrangements for the allocation and letting of social housing in Wyre via My Home Choice Fylde be supported, and
- (b) That the Overview and Scrutiny Committee receive a report on the implementation of the revised allocation and letting arrangements once they have been in place for twelve months (September 2019)

Eight members of the committee supported the task group's recommendations and three members abstained in a vote.

It was agreed

- (i) That the Overview and Scrutiny Committee endorses the draft recommendations of the MyHomeChoice task group, and
- (ii) That the recommendations of the MyHomeChoice task group be submitted to the Cabinet

The meeting started at 6.00 pm and finished at 7.44 pm.

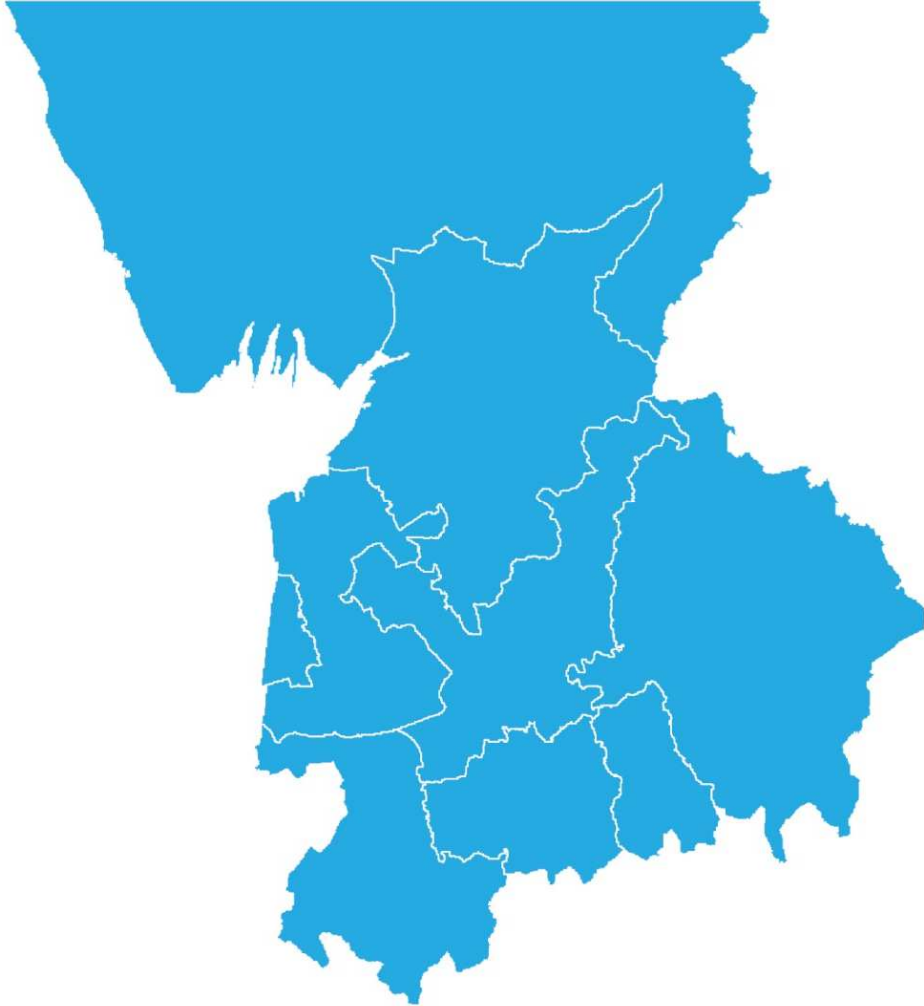
Date of Publication: 1 August 2018

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Update on health and care developments

Dr Tony Naughton
Clinical chief officer



Lancashire and South Cumbria Integrated Care System (ICS)

‘Healthier Lancashire and South Cumbria’

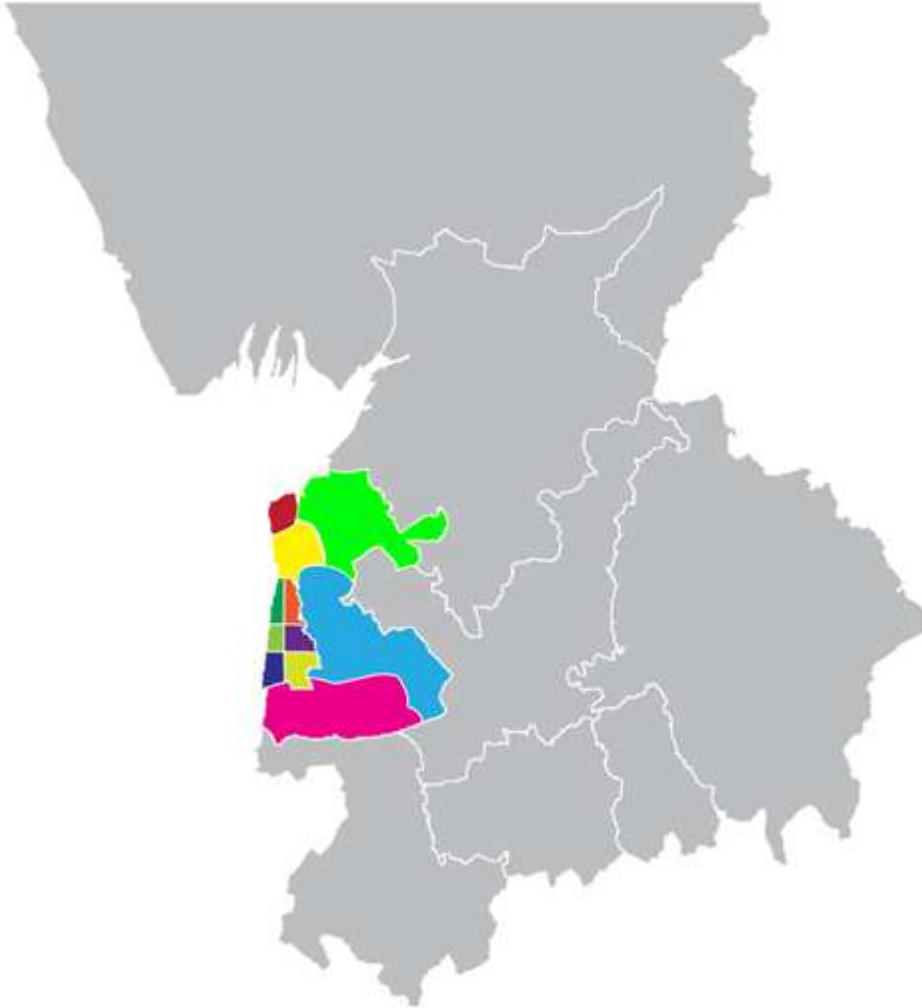
The system is a partnership of
NHS and other organisations
working to deliver our five-
year Sustainability and
Transformation Plan.



Fylde Coast Integrated Care Partnership (ICP)

‘Healthier Fylde Coast’

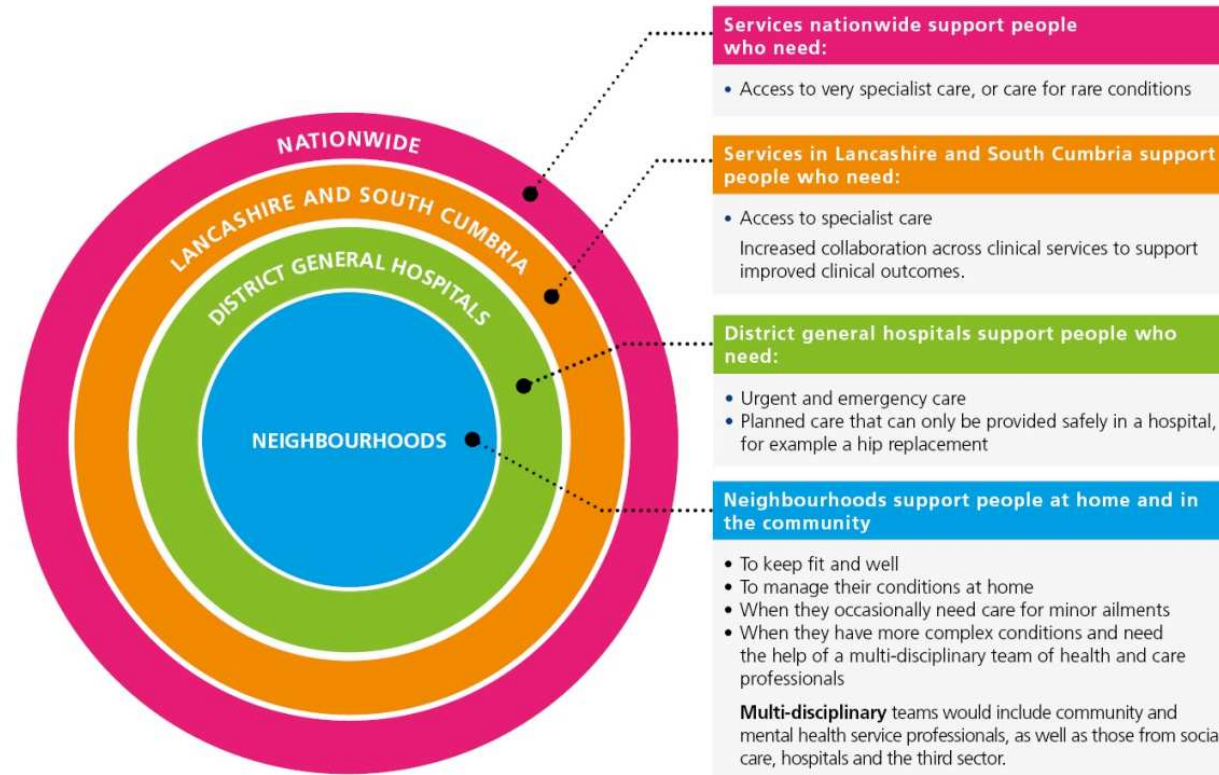
NHS and local authorities
formally working together to
improve the health and care of
the whole Fylde Coast
population.



Neighbourhoods

Geographical areas across which GP practices and other health and care services work together to ensure joined-up care tailored to the needs of their local populations (typically between 30,000 – 50,000 people).

What people will see



Clinically-led transformation

- Clinical Senate established to drive our vision forward.
- Brings together a range of professionals to share best practice
 - GPs
 - Consultants
 - Nurses
 - Therapists
 - Public health practitioners.
- Provide leadership, guidance and input.



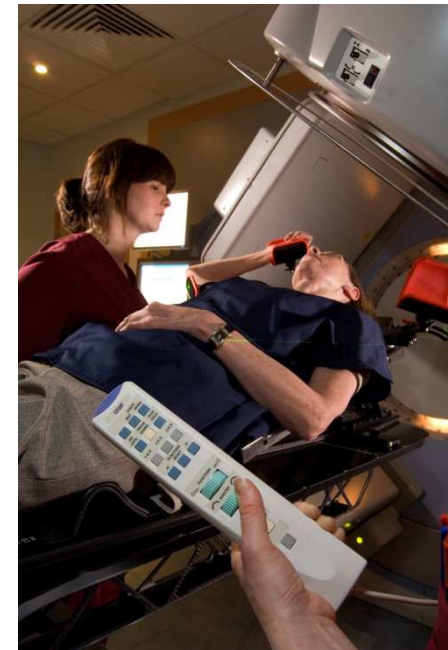
Healthier Fylde Coast

- 'Healthier Fylde Coast' brings together NHS and council organisations to improve health and care.
- Challenges facing health and care are well documented.
- Making better use of our joint resources is crucial, including staff, services and money.
- We are working together 'to improve the health and care of the Fylde Coast population'.



Healthier Fylde Coast

- Partners so far include:
 - NHS Blackpool CCG
 - NHS Fylde and Wyre CCG
 - Blackpool Teaching Hospitals NHS Foundation Trust
 - Blackpool Council
 - Lancashire County Council
- This builds on and formalises our way of working which has already vastly improved patient outcomes.



How we will work in the future

- A common vision and a single set of goals across all organisations.
- We will do things once to reduce duplication.
- Agreed priorities and joint decision making.
- Four key areas of transformation: Urgent care, mental health, cancer services, and general practice.
- Multi-disciplinary clinical and non-clinical teams will work to common goals.



Healthier Fylde Coast

- Joined-up multi-disciplinary teams are key to helping solve some of the problems we face.
- By working more closely together we will:
 - Improve services, making sure they are sustainable for the future
 - Improve patient experience
 - Support better health and wellbeing
 - Improve the working lives of our staff
- Many exciting development opportunities ahead for our staff.



Supporting the ageing population

- Neighbourhood care teams
- Frailty pathway
- Care homes
- Health coaching roles
- Empowering people and communities

What this means for patients and staff?

- **For patients and their families:**
 - More support in community settings to maintain health and independence
 - The way care is provided will be easier to understand
 - Patients will be supported to manage their own health
 - Professionals will share relevant, secure information between services



- **For health and care professionals:**
 - New and flexible roles, development opportunities and increased job satisfaction
 - Shared records and increased data sharing
 - Improved communication between primary and secondary care
 - New technology and improved communication between services to make working lives easier and more efficient



Empowering people and communities #FitterFyldeCoast

- WIN neighbourhood
 - Developed a model of social prescribing.
- Fleetwood
 - healthy eating project for Year 5 children
 - Young Chef of the Year project launched for the second year
- WREN
 - Early development
- Will form part of ICP workstreams moving forward



Most people performing jumping jacks simultaneously
(achieved 21 July 2018)



Future of the health and wellbeing partnership

- Restructure the partnership to bring in neighbourhoods



Other developments



CCG assurance rating



Changes to management team

Any questions



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Report of:	Meeting	Date	Item No.
Marianne Hesketh, Service Director Performance and Innovation	Overview & Scrutiny	10th September 2018	5

Council Business Plan – 1st Quarter Performance Statement 2018/19
April – June 2018

Summary

The dashboard style report (attached) gives a quick reference to quarterly progress against the council’s business plan projects and measures, along with commentary where issues have been identified.

During the period from April to June 2018 (quarter one), good progress has been made. Many of the business plan projects have been rolled forward from last year. All projects are progressing well, with one project (Support delivery of priority actions of the Blackpool, Fylde and Wyre Economic Prosperity Board) yet to be started. Of the commercial projects, five are progressing well, one is yet to be started and one (Expand the wedding remit and include life events) has encountered delays due to resource issues. Further details can be viewed in the comments column of the attached report or by following the blue hyperlinks on the report to open the project folders on the Council’s Intranet.¹

There are two new performance measures included, these being: “Number of dwellings planning permission is granted for (gross cumulative)” and “Number of affordable dwellings planning permission is granted for (gross cumulative)”. Both measures replace existing performance measures which looked at the number of dwellings built over the quarter as this was a measure which the Council has no influence over.

Of the eleven measures reported on, five are improving (compared to the similar period), one is showing no significant change, one does not have comparable data and four have worsened. The measures which have worsened are:

- “Number of dwellings planning permission is granted for (gross cumulative)” a new figure on this report. The number of applications vary greatly from month to month, so it is not unexpected for Q1 of this year to be significantly lower than Q1 of the previous year.
- “Number of businesses supported” lower than the previous year due to Q1 of 17/18 being inflated due to the grant for shopfront improvements and other workshops

¹ Please note these links do not work for the general public, however information will be made available on request.

and network events being held early that year. This year events are spread across the year, which should result in overall higher totals, although these will not be achieved until the later quarters.

- “Number of paid up businesses registered with Wyred Up” the significant decrease is due to the original database being scrapped and a new one started, to ensure GDPR compliance.
- “Percentage of adults classified as overweight or obese” which has increased by 6.5% from 2015/16 to 2016/17 (the most up to date figure available). The range of figures for other areas in the North-West starts at 56.1% and goes up to 74.9%. These figures are supplied by Public Health England (based on Active Lives survey, Sport England).

Key: G A R B i O x

G = On schedule/target; i = no target set
 A = Minor issues; O = No Information
 R = Major issues X = Not Started
 B = Complete/Ended

Direction is based on previous year performance	
G	Improving
A	No significant change or comparable data unavailable
R	Worsening

Business Plan Projects	
Facilitate a programme of work to deliver economic growth and prosperity. Including: <ul style="list-style-type: none"> Deliver the implementation plan for Hillhouse International Enterprise Zone Support delivery of priority actions of the Blackpool, Fylde and Wyre Economic Prosperity Board Support a sustainable future for the fish processing industry 	<div style="display: flex; justify-content: space-around;"> G x G </div>
Adopt a new Local Plan	G
Develop the Wyre Beach Management Scheme	G
Deliver the Asset Management Programme of Works	G
Deliver a programme of work to promote healthy choices and healthier lifestyles to keep people well through better use of our leisure centres, recreational facilities, parks and open spaces	G
Support neighbourhood health initiatives for Garstang and Over Wyre to address social isolation and loneliness	G
Explore opportunities offered by the Better Care Fund to better support older people and people with disabilities to stay in their own homes	G
Support the delivery of the Wyre Early Action project to include a focus on vulnerable children and young people	G
Develop a programme of work to target environmental crime and stimulate community pride	G
Facilitate the delivery of community priority projects through the Together We Make a Difference Network	G
Deliver our #DigitalWyre strategy, including a focus on: <ul style="list-style-type: none"> Digital Customer Service Digital Community Digital Workforce Digital Collaboration 	<div style="display: flex; justify-content: space-around;"> G </div>
Collaborate with our partners to apply for Heritage Action Zone status for Fleetwood conservation area	G
Ensure the Council meets the requirements of the new General Data Protection Regulations	G

Commercial Projects	
Commercial use of our land/buildings	G
New ways of working	G
Explore options for our Theatres	G
Improve the return from Fleetwood Market	G
Utilising parks and open spaces/car parks	x
Growing care and repair service	G
Expand wedding remit and include life events	A

Comments and Issues - Projects

Healthy Lifestyle Programme – The highlights from this programme of work are: The active lives and community engagement manager is now in post, a Parkour group has been launched at Memorial Park and a new “Harmony Health” group has been launched in Hambleton.

#Digital Strategy – The IT service has been rebranded to ICT and Digital service and a restructure has taken place. Additional roles within this team have been advertised. A draft service plan has been produced. A new service management tool has been procured and is being implemented. The Modern.Gov committee minutes system went live in May. A new version of the Electronic Documents and Records Management System has been implemented which allows further services to be added in house.

Heritage Action Zone Status for Fleetwood conservation area – A map showing historic assets / spaces within the conservation area has been developed. Maps showing functional areas and linkages within and outside the conservation area are also in place. A workshop is planned for August to scope out the priorities for the project.

Improve the return from Fleetwood Market – Many improvements have been undertaken at the market, including: painting the walls, refreshed signage, new canopies for outside stalls and new LED lighting within the market hall to save electricity. Leaflets entitled “Take a fresh look at Fleetwood Market” have been produced to distribute to the local community and coach parties. Market staff have started to visit other prosperous markets in the North West to learn from their success.

Ensure the Council meets the requirements of the new General Data Protection Regulations – All staff and members have completed GDPR training, the website has been refreshed to display the corporate privacy notice and a new online reporting procedure has been put in place for subject access requests.

Expand wedding remit to include life events – Progress has been delayed due to staff turnover and the pressure of other priorities for the new marketing post. Both issues are now resolved, allowing for progress to be made during quarter two.

Measures	Actual	Comparator year/period	Direction
Number of dwellings planning permission is granted for (gross cumulative)	124	210	R
Number of affordable dwellings planning permission is granted for (gross cumulative) <small>* New measure, see Comments and Issues</small>	19	N/A	A
Number of businesses supported	82	125	R
Number of paid up businesses registered with Wyred Up ** see Comments and Issues	29	69	R
Out of work benefit claimant count (figures for May 2018)	1,015	1,085	G
Town centre vacancy rates (bi-annual measure) Taken Q2 2017/18	7.22%	7.37%	G
Percentage of adults classified as overweight or obese	67.7% (16/17)	61.2% (15/16)	R
Excess weight –child 10-11 years (obesity and overweight measure) ANNUAL	29.1% (16/17)	31.1% (15/16)	G
% clients enabled to remain living in their own home (Care & Repair)	99.50	98.50	G
Number of leisure centre customers visits (cumulative)	236,830	218,985	G
% of e-contacts as a % of total contacts <small>*** see Comments and Issues</small>	45.27%	46.64%	A

Comments and Issues – Measures

*** Number of affordable dwellings planning permission is granted for (gross cumulative)** – This is a new measure, replacing “Number of affordable dwellings built (gross, cumulative)”. 19 affordable dwellings were granted planning permission during quarter one. Located in Barton, Great Eccleston and Bowgreave. All were approved as part of larger housing developments.

**** Number of paid up businesses registered with Wyred Up** - The original database was scrapped and a new one launched this quarter, to ensure GDPR compliance. Hence lower numbers than the previous quarter. A drive to boost numbers will take place from quarter two onwards.

***** % of e-contacts as a % of total contacts** – This figure is lower than last year but broadly on track with only a small difference between the actual and the comparator quarter. Figures for each April are boosted by the number of customers paying for green bins online. For comparison, the figure for the previous quarter was 36.32%

PLEASE NOTE: The [hyperlinks](#) give further information on each of the projects and measures (this is available with council intranet access only). Further Information on the projects and measures is available for members of the public by request via mailroom@wyre.gov.uk or the Engagement Team: 01253 891000

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Corporate Peer Challenge **Wyre Council**

14-16 March 2017

Feedback report

1. Executive summary

Wyre is a good council with well performing services and a strong history of good financial management. The council has helped shape a borough where the majority of residents are satisfied with the local area as a place to live. There is much to be proud of including a number of vibrant towns and villages, open countryside landscapes, award winning beaches and unspoilt coastlines. Recorded crime levels are well below the average for Lancashire and Wyre's overall deprivation score is fifth lowest in the county. Going forward, we saw huge passion and commitment to build on this foundation amongst everyone we met.

There are still areas of the borough which are amongst the most relatively deprived nationally and have remained so over recent years, with wards in Fleetwood recording the lowest results. The health profile for Wyre outlines a number of health and wellbeing challenges with 10 out of 31 key indicators performing significantly worse than the England average. This, together with an ageing population projected to increase by 13% by 2024 (over 65s) presents a number of challenges both for the council and its partners. In response, the council has made 'Healthier Wyre' a key business plan priority.

The council demonstrates a strong commitment to this objective and is beginning to shape the delivery of core functions, including strategic housing, leisure, parks and green spaces to help address the challenges faced. This includes a £6m investment in leisure provision for the borough. The council is well regarded by partners and has worked collaboratively on a number of initiatives which are aimed at early intervention and prevention including the Lockwood Surgery health hub and Healthier Fleetwood initiative. This work is innovative and progressive, supporting wider public service reform principles to reduce demand on front line services and tackle inequalities.

To build on this work and take the next step, the council would benefit from taking the opportunity of sharpening the long term vision for Wyre as a place. The current developmental work around a proposed new Economic Strategy for Wyre has created a space to do this. This should allow the council and partners to clearly articulate its ambitions for the place and the areas of focus which will make the most impact in the longer term. The strategy should be used to pull together a clearer narrative which is better articulated, agreed and shared with partners; this can also help to address the wider determinants of health including housing, jobs, environment, skills and learning. *(Note update on the Economic Development Strategy under Key Recommendation 1)*

There are also opportunities to build on the partnership work already taking place in Fleetwood by strengthening the overall co-ordination of activity and initiatives. This includes the innovative work taking place through the 'Healthier Fleetwood' project, along with the Team Fleetwood Partnership, Fleetwood Coastal Community Action Plan and Regenda Homes. Improved co-ordination would facilitate partnership working around shared priorities aimed at reducing social, economic and health inequalities. Lessons learned from the good work taking place to develop an integrated model of health care within Poulton could also be applied. *(Note update on Healthier Fleetwood under Key Recommendation 3)*

Within the council, we found a good understanding of health and wellbeing amongst staff, including the wider determinants of health and wellbeing. The council has a positive 'can do' culture amongst staff and members to deliver the 'healthier Wyre' priority. Those we spoke to recognise the key role council services have in improving overall mental health and wellbeing. This includes green infrastructure, leisure services, Disabled Facilities Grant (DFG), debt advice, benefit advice and housing/homelessness. We visited a number of collaborative projects where the council are working with partners to secure improved health and wellbeing outcomes. Examples include the Memorial Park gardening project which takes referrals directly from GPs. We also visited a supported housing project for people with mental health problems where the council had proactively worked with partners to secure funding.

To further gear up the organisation to deliver this priority, a number of building blocks would benefit from further work. The council could better articulate the areas of focus for staff linked to the healthier Wyre objective, agreeing the 'big ticket' issues with clearly defined performance measures. *(Note update on Healthier Wyre under Key Recommendation 2)* The council should continue to strengthen communication and engagement with staff to make health everyone's business, including embedding this priority within the current refresh of the performance appraisal system. *New My 1-2-1 appraisal process implemented.*

The council has strong and credible political and organisational leadership with effective governance and decision making arrangements in place to respond to future challenges. Cabinet is seen as cohesive and its joint working relationship with Corporate Management Team (CMT) as positive and productive. A clear business plan is in place which identifies council priorities. The creation of a dedicated portfolio post for health and community engagement demonstrates the commitment of the leadership to the 'healthier Wyre' business plan priority. To further accelerate progress the council could strengthen the evidence base on the positive impact their activities/interventions have on the health economics of the local area and use this to build business cases for joint commissioning opportunities and/or further collaborative working opportunities. *(Note update on a new pilot with NHS Fylde and Wyre CCG and MCP Project Team under Key Recommendation 2).*

The leadership has taken a firm stance against a proposed combined authority for Lancashire but still remain committed to continued collaborative working with the other councils across the county. Most staff and partners we spoke to had respect for the leadership team, seeing them as visible and open to new ideas. Following a senior management team restructure implemented in July 2016, the leadership team are building a positive and empowering culture for staff. There is now an opportunity to harness this leadership capacity to strengthen the shared vision for Wyre as a place.

The council have a good history of strong financial management. Wyre has experienced reductions in government funding, this year by 13.8%. Between 2010/11 and 2017/18 £6.3m of external funding has been lost. The council have responded well and prudently to these financial challenges including harnessing opportunities to work collaboratively with partners. The challenge now is to ensure the council is making the best use of its strong financial position to meet its business plan priorities, including opportunities arising from the development of a new commercial strategy.

1. Key recommendations

The key aspects of the team's findings that we suggest would deliver the greatest benefit if the council were to focus on them are:

1. **Use the proposed new Economic Development Strategy to develop a sharper, more compelling long term vision and set of ambitions for Wyre, agreed and shared with partners.** This will ensure all organisations are working more collaboratively towards a shared goal and set of ambitions that will help improve the lives of local people.

See attached progress update (Appendix A) on the development of the Wyre Economic Development Strategy that specifically identifies the importance of the wider determinants of health with health, housing, education and skills and economy as four integral key priorities.

2. **Agree clearer areas of focus and priorities for staff to deliver the 'Healthier Wyre' priority with more clearly defined outcomes.** This should include making better use of the 'heads of service group' and involve developing more clearly defined performance measures linked to these priorities. This will help the council and its partner agencies target resources where they are most needed. It will also help strengthen the evidence base on the positive impact activities have on the health economics of the local area to influence future commissioning.

See attached Business Plan 2015-2019 (2018 Update)(Appendix B) that identifies priorities with sharper outcomes, for example, key projects focussing on social isolation and loneliness in Garstang and Over Wyre and a more specific Wyre Early Action focus on vulnerable children and young people.

These key projects are then monitored via the 2018/19 Service Plans of the Active Lives and Community Engagement Team and Environmental Health and Community Safety Team respectively.

A new pilot with an evidence based monitoring system approved by health commissioners at NHS Fylde and Wyre Clinical Commissioning Group is soon to be established in association with the Fylde and Wyre Multi-speciality Community Provider. This pilot is looking at the impact of increased referrals from primary and secondary care to our Disabled Facilities Grant Team and the savings delivered to health and social care.

3. **Strengthen the co-ordination of activity and partnership initiatives taking place in Fleetwood to facilitate partnership working around shared priorities.** This would help the council and partners to make the best use of shared resources to tackle priorities.

Discussions are now well advanced to establish Healthier Fleetwood as a charity with a Board of Trustees made up of residents and partner organisations. A Board of Trustees will work alongside the residents committee already in place and these two

groups, supported by partner organisations and a central office will be the structure to take Healthier Fleetwood forward.

The Council remains very supportive of Healthier Fleetwood at strategic and operational level through projects like Harmony & Health, the demonstration garden and dementia events at Memorial Park, Just Reminiscing at Fleetwood Market, the Parkour Project and Fleetwood Promenade Parkrun and we will continue to explore other opportunities.

Other partnership work underway includes work across sports partnerships with Fylde Coast YMCA and Fleetwood Town Community Trust, partnership work addressing children and young person needs and initiatives to help those with complex needs that are homeless or threatened with homelessness.

4. **Explore opportunities to harness the relatively strong financial position of the council to support business plan priorities.** There may be opportunities for the council to develop initiatives that can continue to strengthen the local economy and attract further investment into the borough.

Business creation and expansion are a priority for us and a strong track record continues with our investment of staff time and resources for initiatives such as the development of the Hillhouse Business Park Enterprise Zone, a new Blackpool, Fylde and Wyre Economic Prosperity Board, the submission of the Wyre Local Plan and further development of Wyred Up, our business support network.

2. Summary of the Peer Challenge approach

The peer team

On behalf of the team, I would like to say how much we enjoyed spending time in Wyre to work with you on the recent corporate peer challenge. The team very much appreciated the welcome we received and the positive way with which people engaged in the process and the support provided in the lead up to, and during the course of, the challenge.

It is testimony to the council's desire for constructive external insight that Wyre Council commissioned the peer challenge. Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Wyre Council were:

- Jason Gooding, Chief Executive of Carlisle City Council, Peer Team Leader.
- Councillor Jonathan Owen, Cabinet Member for Health and Deputy Leader, East Riding Council
- Ann Crawford, Deputy Director, Public Health England
- Victoria Gibbs, Head of Integrated Commissioning, Partnerships and Health Improvement, North Lincolnshire Council
- Cindy Lowthian, Peer Challenge Manager, Local Government Association

Scope and focus

You asked the peer team to explore the implementation of the council's business plan with a focus on issues which will help the council progress one of its three business plan priorities – Healthier Wyre. In particular, the council asked us to focus on the following two issues:

1. How public sector agencies in Wyre can further accelerate progress on delivering improved health outcomes.
2. How Wyre Council can strengthen its internal working arrangements to ensure strong delivery of the Healthier Wyre priority.

There are a series of guiding questions for all corporate peer challenges which we also explored:

- Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
- Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?
- Leadership of place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
- Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
- Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?

The first three of these issues were explored within the context of the two areas of focus the council selected itself. The latter two issues were explored in parallel to the areas of focus the council selected.

It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent three days on-site at Wyre Civic Centre, during which they:

- Spoke to more than 60 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from meetings, visits to Poulton YMCA, Wyre Estuary Country Park, Lockwood Surgery, Fleetwood and Thornton. This also included additional research and reading.
- Collectively spent more than 140 hours to determine their findings – the equivalent of one person spending more than three and a half weeks at the council.

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit on the 16 March 2017. In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

3. Feedback

How public sector agencies in Wyre can further accelerate progress on delivering improved health outcomes.

1. Wyre council has a good understanding of its local context and factors that influence the wider determinants of health and wellbeing. This information is pulled together through the annual 'State of Wyre' report incorporating a range of data and statistical information including housing, economy, environment, community safety, health and wellbeing. This report includes comparative data at both regional and national level where it is available. A Life in Wyre survey is conducted every two years and informs the State of Wyre report. It provides baseline information about how residents feel about living in Wyre, the services they value most and what is most in need of improvement. For the last two years the survey has included a section dedicated to community based health services, with a financial contribution made by NHS Fylde and Wyre Clinical Commissioning Group. This should be seen as good practice as it is an example of where partners can work together to share resources and avoid duplication.
2. The council uses this information to inform its business planning process. The State of Wyre report is themed across the three overarching priorities within the business plan; Enterprising Wyre, Healthier Wyre and Engaging Wyre. The council has a vision in place to be "a collaborative council that works together with local communities and partners to make a difference and improve the lives of those who live in, work in or visit the borough". Implementation of the business plan is measured through key corporate projects along with a series of measures incorporated within the performance management framework. Progress is reported quarterly including a report to Overview and Scrutiny.
3. The 'Healthier Wyre' theme is a key business plan priority for the council. The health of people in Wyre is varied. The borough has better than England average rates for a range of indicators including GCSE attainment, childhood poverty, statutory homelessness, violent crime, long term unemployment, smoking prevalence in adults and excess winter deaths. Less than 13% of the population live in deprived areas, with the area of Carleton ranked as being one of the least deprived areas in the country. The latest 'living in Wyre' survey shows that Wyre, as a whole, is a place where the majority of residents are satisfied with the area as a place to live.
4. However, there are indicators that are performing significantly worse than the England average including estimated levels of adult physical activity, alcohol-specific hospital stays (under 18), hospital stays for alcohol related harm and rate of road injuries and deaths. There are also dramatic differences in life expectancy across the borough correlating with areas of high deprivation. The 2015 indices of deprivation scores show that whilst Wyre has the fifth lowest deprivation scores in Lancashire, it has seen the highest decline in score compared to the 2010 results and has nine smaller areas in the top 10% of England's most deprived. Distribution between the most and least affluent wards is apparent, with wards in Fleetwood being amongst the most relatively deprived.

Wyre also has an ageing population and increasing numbers with complex long-term health conditions. By 2024 Wyre is projected to have the twenty-ninth highest number of people over 65 out of 326 authorities making up 29% of Wyre's population.

5. Reported prevalence of mental ill health is also a key challenge as Wyre is above the national prevalence rate. The prevalence of depression is higher than the England rate but compares to a number of other sub-regional CCG areas. Across the Wyre and Fylde area the prevalence of dementia is significantly higher than the national prevalence value with the Fylde and Wyre CCG the third highest out of 2019 CCGs in England. Projections suggest Wyre will have the highest numbers in Lancashire with dementia by 2025; an increase of 24% from 2014 data.
6. The council is working well with partners, particularly health partner organisations, to address these challenges and promote self-care. There are many examples where the council is beginning to shape delivery of its core services to support new models of healthcare provision including leisure centres where the council has invested £6m. Collaborative working in relation to housing and supported housing has helped secure a new 72 bed extra care housing scheme in Fleetwood. The council is also working with partners to harness better use of parks, open spaces, debt advice, volunteering and community engagement provision to support improved health and mental health and wellbeing outcomes.
7. Wyre's Early Action Hub Project is in the early stages of development but should provide an opportunity to further strengthen collaborative working to support the most vulnerable, including those with mental health problems, victims of domestic violence and abuse and those with drug and alcohol problems. Ensuring early involvement and buy in from key partners including mental health practitioners and social care professionals will be key. Referral pathways, information sharing protocols, links to other integrated models including the Multi-Agency Risk Assessment Conference (MARAC) and overall governance arrangements need to be clearly defined and understood by all.
8. Recently, the council have worked with the Fylde and Wyre CCG to co-locate a GP and Extensive Care Service to the Civic Centre. This is both innovative and a game changer and an example of exceptional partnership working. It is the first step towards creating a community hub that integrates health care provision with council services to help address the wider determinants of health and wellbeing. Referrals are made to council services including care and repair, adaptations, housing advice, debt advice and volunteering. It also helps generate income for the council for the sub lease of part of the building to the Fylde and Wyre CCG. In addition to this, the council support community based approaches to health via the Garstang Integrated Care Community project and 'Healthier Fleetwood'.
9. Partners spoke highly of the council who are seen as a forward thinking council. The council is represented on the county wide Health and Wellbeing Board overseeing the county wide health and wellbeing strategy. We also heard that they are engaged in the on-going development of the Lancashire and South Cumbria Sustainable

Transformation Plan – in particular the Prevention and Population Steering Group chaired by the Director of Public Health and the Lancashire Health Leads Group. The council is actively involved in discussions with health and social care partners relating to the Better Care Fund, particularly the use of Disabled Facilities Grant to support people to live independently at home. Overall, partners said the council are actively engaged in discussions focussed on prevention and self-care, playing a significant role alongside health and social care colleagues.

10. To further accelerate progress the council could develop a more clearly defined set of performance indicators and measures linked to the 'healthier Wyre' priority. These can be used to measure the impact of council activity on improved health outcomes in the longer term. The council could also explore how to more proactively collate existing evidence on the health economics of their activities and interventions, such as cost benefit analysis of particular projects, use of health impact tools. This evidence can be used to help build the business case for further collaboration and integration in relation to the leadership of health and wellbeing in the borough. This could include joint commissioning, pooled budgets, shared service delivery, future shared management posts and even shared management team models with health colleagues.
11. Like other two tier areas, relationships with the county council can be challenging at times, particularly as the county council makes decisions impacting on local service provision in Wyre as a result of its own budgetary challenges. Those we spoke to from both the district and county council demonstrated a commitment to ongoing engagement to unpick these challenges and ensure the best possible outcome for local residents. This relationship is critical to the sustainable health and wellbeing outcomes that Wyre Council is committed to delivering.
12. Many of those we spoke to were aware of the council's 'Healthier Wyre' priority, but not necessarily how this linked to a wider vision and set of outcomes for the borough as a whole. To take the next step, the council could benefit from work with partners to develop and agree a shared longer term narrative and vision that partners can work collectively together to achieve. The council is already committed to the development of a new Economic Development Strategy; this provides the space to do this. It provides an opportunity to build a more compelling shared vision for the place in addition to helping to address priorities that impact on the wider determinants of health and wellbeing; jobs, skills, growth, regeneration and housing.
13. The council is an active partner on the 'Healthier Fleetwood' initiative which is developing new and refreshing ways of work with communities to address the significant health inequalities prevalent in the town. The emphasis is on understanding what matters most to people, rather than what is wrong. The aim is to work with communities to strengthen hope and purpose for the future by focussing on the issues that matter most.
14. The council has successfully worked with partners to attract investment into Fleetwood over recent years on a range of projects that can have a positive impact on health and wellbeing. This includes the work undertaken to the Marine Hall Gardens through the

Government's Sea Change initiative, a £1.5m Coastal Community funded regeneration scheme and work to restore the Marine Hall's glass dome via a £50,000 Coastal Revival Fund. Further investment is planned through the creation of a Fish and Food Park on Fleetwood Docks and opportunities from the nearby Hillhouse International Enterprise Zone which has established globally recognised chemical and polymer manufactures, providing opportunities for the local workforce. The Regenda Housing Group is particularly active in Fleetwood and is developing extra care housing in the area with an estimated capital contract of £8m. More recently, partnership working has helped secure DONG Energy Community funding to establish six new community open spaces with a focus on health creation.

15. To take the next step the council could undertake further work with partners to better co-ordinate partnership activity and initiatives in Fleetwood. *(Note update on Healthier Fleetwood under Key Recommendation 3)* This would facilitate partnership working around agreed, shared priorities aimed at reducing social, economic and health inequalities. There are opportunities to apply some of the lessons learned from the good work taking place in Poulton to improve access to services aimed at tackling community health needs and inequalities. Access to support and advice in relation to employment, skills, housing and revenues/benefits is particularly important given the socio-economic challenges facing the area. *(We have created a new Digital Hub facility at Fleetwood Market. The hub, created in partnership with the Citizen's Advice Bureau allows residents to seek advice and support)* The approach should build upon existing initiatives including the Healthier Fleetwood project and the work of the 'Team Fleetwood' Partnership. Better co-ordination of activity and partnerships would facilitate partnership working by bringing stakeholders and the community together with a shared set of priorities for the town that can have the biggest impact on tackling health inequalities.

How Wyre Council can strengthen its internal working arrangements to ensure strong delivery of the Healthier Wyre priority

16. Wyre council is a good council with number of well performing services including time taken to process housing benefit change events, council tax collection rates, processing of planning applications and % of household waste sent for recycling - where they are the second top performer of all districts in the north-west for 2015/16. The council's own performance report for quarter 3 shows progress; of the sixteen performance measures reported, six show an improvement and seven are not significantly different to previous year's performance. Three measures show a decline including numbers on out of work benefits which is a national trend. The remaining two measures are taken from the Life in Wyre resident survey for 2016 which show a small decrease in satisfaction rates with parks/open spaces and leisure facilities compared to 2014 – however the rates overall were still relatively high.
17. The council's business plan themes are monitored on a quarterly basis via the council's performance management system. Reports are shared with Overview and Scrutiny and the council's CMT/Cabinet. We found that staff and councillors have a good awareness of the 'Healthier Wyre' theme and there is a positive 'can do' culture across the council to deliver this priority. Overall, we found the council has dedicated and talented staff who have a good understanding of health and wellbeing in its wider sense

including the wider determinants of health and wellbeing and the impact their own work area can have on this priority.

18. To take the next step the council should consider sharpening the areas of focus for staff linked to business plan priorities. Staff were not always clear on initiatives and projects which should be prioritised in their day to day work. A more clearly defined set of objectives and performance measures linked to the 'Healthier Wyre' priority would help to strengthen approaches to measuring and understanding the impact council interventions have on delivering improved health outcomes, particularly in the longer term.
19. Consideration could also be given to identifying SMART objectives linked specifically to children and young people as part of the next business plan refresh. The current plan is skewed towards older people and adults given the understandable challenges faced by the borough with an ageing population. At the same time there are key health and wellbeing challenges for younger people, particularly alcohol-specific hospital admissions of under 18s; the council's community safety, parks, licensing and engagement teams will play an important role in tackling this issue.

Considerable work has been completed on children's and young people's issues in association with the Lancaster, Fylde and Wyre Children's Partnership Board. SMART objectives have been included on the Business Plan refresh (2018 Update) that has seen a specific Key Project implemented: Support for the delivery of Wyre Early Action that includes a focus on vulnerable children and young people.

We conducted a 'Getting Wyred into Health' consultation with responses from 2,454 young people. This consultation identified the issues and challenges that young people face in relation to their health and wellbeing. (See Appendix C)

An O&S Task Group completed a review of our engagement with children and young people. Earlier this year, in association with Fleetwood Town Council, we conducted a successful Fleetwood Youth Survey that engaged with 904 young people. We have engaged with Garstang Youth Council and have just engaged a new Youth Major. We are fully sighted on child safeguarding issues locally.

20. A new senior management team structure was implemented in April 2016 which includes a service directorate for health and wellbeing overseen by a dedicated Director. The creation of this dedicated senior management post for a district council demonstrates the council's commitment to deliver the 'Healthier Wyre' priority.
21. Heads of service meet on a regular basis to share ideas and develop joint working approaches but there are opportunities to make better use of this group. The council should consider delegating key pieces of work to this group that can help support the 'Healthier Wyre' objective and help free up capacity within CMT. This will help ensure the 'Healthier Wyre' priority is owned and driven across all teams. It should help build a more shared leadership approach to this priority so it is not seen as the sole responsibility of the Director for health and wellbeing.

22. Heads of service also have a key role to play in ensuring service plans reflect the 'Healthier Wyre' priority more explicitly, with clearly communicated performance targets identified. The group can also be used to feed ideas from staff about projects that can help further the 'Healthier Wyre' priority including service redesign and/or collaborative working and commercialisation – supporting a bottom up as well top down approach to communication and staff engagement.
23. We found an acknowledgement amongst those we met of the need to focus on the wider preventative agenda as captured within the business plan. This will require differential approaches to investment amongst strategic leaders to make best use of joint resources. The collation and provision of performance data and outcome based information in relation to council services and their impact on health and wellbeing is key. Strengthening approaches should help the council build the business case for more integrated commissioning approaches in the medium/longer term.
24. The council has recently developed a strategic narrative which was shared with both Overview and Scrutiny and Cabinet late last year. This is good practice. It sets out three clear key goals to shift the way the council works to deliver the business plan vision including building a flexible and change-ready workforce, financial discipline/commercial awareness and an integrated and community focused service offer to support a healthier Wyre. We saw good examples of this narrative beginning to impact on the way staff work. This includes the development of cross directorate project teams to deliver key projects including the Wyre Early Action Project and the performance appraisal review. These teams harness the skills of staff from a range of service disciplines and staff involved were genuinely enthused about this opportunity. It is still early days and the council should continue to engage staff to embed these goals into the workforce culture, particularly around commercial awareness.
25. The council is strengthening its engagement approaches to improve health and wellbeing through the 'Together We Make a Difference' network. A review of existing community engagement approaches was completed in October 2016 and new local networks will involve informal meetings of stakeholders to oversee place based solutions to community priorities. The council are building asset based approaches to the way they engage – done in the right way should help identify and harness community assets rather than solely focussing upon needs and problems. There are further opportunities to build innovative engagement approaches with young people to promote positive health messages including dangers of drugs and alcohol, active lifestyles, healthy eating and sexual health. For example, the council could consider work with partners/schools to develop a 'let's get moving' challenge'- an initiative developed by the North Lancashire CCG to encourage young people to be more active.

Organisational leadership and governance

26. The council has strong and credible political and organisational leadership with effective governance and decision making arrangements in place to respond to the challenges ahead. Cabinet members work well together and the joint working relationship with the CMT is positive and productive. There are fortnightly meetings

between Cabinet and CMT who collectively work together to provide leadership. There is also a clearly defined management structure and a scheme of delegation to officers, which is underpinned by the Members' Code of Conduct and a Protocol for Officer/Member relations. The creation of a dedicated portfolio post for Health and Community Engagement demonstrates the commitment of the Leadership to the 'Healthier Wyre' business plan priority. Overall staff said that they felt the leadership was helping to build a positive and empowering culture across the council. There is now an opportunity to harness this leadership capacity to build the shared vision for Wyre as a place, as part of the development of the Wyre Economic Development Strategy (outlined above).

27. The council's scrutiny was seen as good and effective by those we met; officers and councillors said it encourages constructive challenge and helps to enhance the authorities performance overall. The committee has completed a number of scrutiny reviews which support the 'Healthier Wyre' priority including domestic abuse and food hygiene. The committee is building links with the Fylde and Wyre Clinical Commissioning Group who have agreed to keep them up to date with their work. The committee are also represented on the wider health overview and scrutiny governance arrangements for Lancashire with regular updates shared by their representative.
28. The leadership have established effective working relationships with clinical leads from the clinical commissioning groups and there is a Health Plan for Wyre reflecting the priorities of the Fylde and Wyre CCG and the Fylde and Wyre Health and Wellbeing Partnership of which Wyre council is a leading member. The council are also engaged in the ongoing development of the Lancashire and South Cumbria Sustainable Transformation Plan, particularly in developing work streams under the 'Prevention and Population Steering Group' and are an active partner in the Lancashire Health Leads Group. To take the next step, the council could explore more radical approaches to the leadership of health and wellbeing in the borough, including shared senior management posts and/or teams with the CCGs.
29. Whilst the Leadership has taken a firm stance against a proposed combined authority for Lancashire they have said that they still remain committed to continued collaborative working with the other councils across the county. Most staff and partners we spoke to had respect for the leadership team, seeing them as visible and open to new ideas.
30. The council have a good history of strong financial management. Like all councils, Wyre has experienced reductions in government funding, this year by 13.8%. Between 2010/11 and 2017/18 £6.309m of external funding has been lost. Overall, they have implemented efficiency savings of £5.384m over the same period and levels of reserves remain healthy. Average savings achieved over the last 10 years have been £762,000 per annum since 2006/07. The council have responded well and prudently to these financial challenges including harnessing opportunities to work collaboratively with partners.
31. The council's annual budget report is published in February each year which goes through cabinet and then to council in March. The capital programme and annual efficiency statement are included as part of the budget report. Although the council

seeks to align the budget setting process to the business plan which is presented to the same meeting each year, those we spoke to said this alignment could be stronger and the council should explore opportunities to further strengthen this approach. Budget related briefings are held for councillors and senior officers at regular intervals which is good practice.

32. The Medium Term Financial Plan (MTFP) is produced in September and looks ahead for the next three years. The forecast budget gap at the end of the current MTFP period is £2.2m. The council has continued to set a balance budget over the years through efficiency savings, not increasing the level of borrowing and prudent financial management.
33. The council has a good track record of attracting external funding into the borough. This includes £63m for the Rossall Coastal Defence Fund. It also includes £142,900 from the Heritage Lottery Fund and the Big Lottery Fund for the restoration of the Mount and its gardens in Fleetwood and funding to implement new approaches to prevent homelessness through a joint £607,000 bid from the Fylde coast authorities. The council clearly has experience of producing and submitting quality external funding bids.
34. The challenge now is to ensure the council builds on this good work and continues to explore opportunities to make the best use of its strong financial position. This includes opportunities arising from the development of a new commercial strategy for the council. The council should continue to explore collaborative working opportunities including shared services. It could also explore opportunities to further invest in local business growth in the borough.

4. Next steps

Immediate next steps

We appreciate the senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Neil Shaw, Principal Adviser is the main contact between your authority and the Local Government Association (LGA). His contact details are: Neil.Shaw@local.gov.uk

In the meantime we are keen to continue the relationship we have formed with the council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

Follow up visit

The LGA Corporate Peer Challenge process includes a follow up visit. The purpose of the visit is to help the council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the council. Our expectation is that it will occur within the next two years.

Report contact

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Economic Development Strategy 2018

WHERE WE WERE

The Wyre Local Growth Plan was developed in 2014 and was the action plan for the Economic Development Team until 2017.

It set out our local economic objectives and aspirations which recognised the unique characteristics of different areas of the borough. The plan was prepared in consultation with the business community and formed the bedrock upon which we continued to build and improve the economic future and quality of life for Wyre residents, business and visitors.

It has allowed us to establish a baseline of priorities upon which we can develop a sharper, more focused long term vision, agreed and shared with partners, which will align with regional and national strategies.

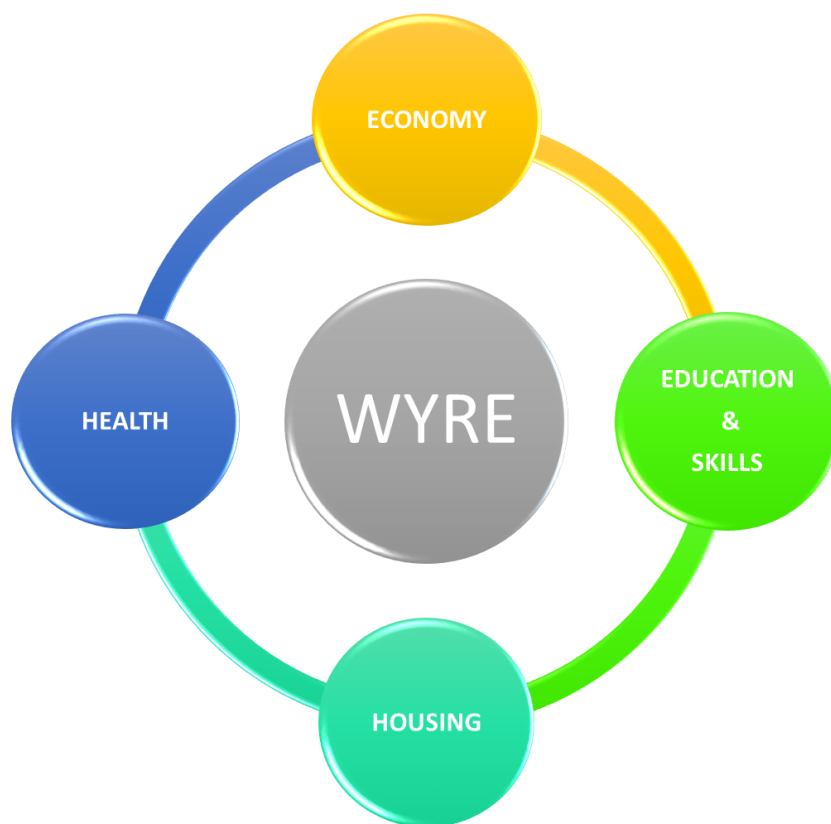
The Local Growth Plan 2014-2017 delivered a number of business supporting outputs, here are a few highlights:

- 544 attending Wyred Up Business Networking Events
- 2 Wyre Expo's delivered supporting over 50 local businesses
- 61 businesses supported via the Flood Support Grants
- Hillhouse International gaining Enterprise Zone Status
- Wyre Business Awards commenced in 2014 supporting 100's of local businesses
- 2 Coastal Community Teams developed in Cleveleys and Fleetwood
- 21 Shopfronts in Fleetwood improved
- £1.55m secured from Coastal Communities Fund for 'Five for Fleetwood'
- 11 Wyre businesses benefitting from the Rural Development Fund (RDPE) totalling £750,000 of grant monies

WHERE WE ARE NOW

Since then the economic development climate has changed. We are looking to develop and broaden the scope of the Local Growth Plan by developing an all-encompassing Economic Development Strategy. Regionally the Lancashire Economic Partnership is refreshing the Strategic Economic Plan to align with the HM Government Industrial Strategy, and Wyre's Economic Development Strategy will reflect the key priorities within that strategy and also those within the emerging Wyre Council Local Plan.

The Wyre Economic Strategy will be built upon 4 integral key priorities:



Via focusing on these priorities an environment for a thriving, yet competitive business base, leading to improved prospects for our residents will be achieved.

The business community are central to improving prosperity within districts.

WHAT WE MUST DO

- ❖ To raise the profile and maximise the potential to promote Wyre within the region.
- ❖ Engage with all stakeholders from all sectors to recognise Wyre's USP's and how we can continue to build upon and improve perceptions in terms of place and destination.
- ❖ Work with key partners across Lancashire to ensure Wyre has a strong profile.
- ❖ Construct a narrative for Wyre which is shared, articulated and agreed with all partners and stakeholders.
- ❖ Understand how priorities interlink and develop strong collaborative relationships between these to simplify growth and positive change.
- ❖ Help address the wider determinants of health including housing, jobs, environment, skills and learning.

HOW WE WILL ACHIEVE

The Economic Development Team will publish the first Wyre Business Survey to all businesses across Wyre. This direct feedback will assist in determining the priorities, barriers to growth and things upon which we can build to make Wyre a place to invest and grow.

The existing Wyred Up Business Networking Group will be used as the vehicle via which the Strategy will be delivered.

The Wyred Up Business Networking will bring together decision makers from across varying fields of expertise both public, private and voluntary within Wyre.

The Key Strategic Priorities will be driven by the Steering Group and members will be tasked with leading the economic ambitions of Wyre via nurturing collaborative working arrangements to aid all who attend.

- ❖ The Group will participate in a full day workshop mid-September to analyse each of the 4 priorities and carry out a Swot analysis to determine strategic focus over the coming 3 years.
- ❖ An immediate 1 year plan will be developed with associated KPI's and outputs.
- ❖ Priority leads will be responsible for driving activity associated with their priority supported by the Wyre Council and partners.
- ❖ The Group will meet quarterly to update and discuss progress against the 1 year plan.
- ❖ The 4th Quarter meeting will be to complete strategy and priorities for the forthcoming year.

In addition a calendar of events will be designed to support the priorities of the Economic Development Strategy. The next event 'Accelerating Wyre' will take place on September 27th 2018 at the Marine Hall and will be showcasing all our business support partners and agencies.

BUSINESS PLAN 2015 – 2019 (2018 Update)

Vision

Together we make a difference

“Our vision is to be a Collaborative Council that works together with local communities and partners to make a difference and improve the lives of those who live in, work in or visit the Borough”

Themes

ENTERPRISING WYRE

HEALTHIER WYRE

ENGAGING WYRE

Priorities

- We will promote economic, housing and employment growth
- We will attract investment to Wyre and support businesses to survive, grow and prosper
- We will maximise commercial opportunities and improve the return from our assets
- We will facilitate new energy generation opportunities

- We will improve the health and wellbeing of our communities
- We will support older people to remain independent
- We will work with our partners (Health, Police, Voluntary Community and Faith Sector, LCC) to support prevention, early help and raise aspirations
- We will promote a cleaner and greener Wyre

- We will work with our partners (including Parish and Town Councils) to facilitate a different relationship with our residents and communities that encourages resilience, capacity and independence
- We will progress the digital transformation of services
- We will invest in our employees to develop a flexible and change-ready workforce
- We will deliver cost effective, quality services

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Key Programmes and Projects

- Facilitate a programme of work to deliver economic growth and prosperity including :-
 - Deliver the implementation plan for Hillhouse International Enterprise Zone
 - Support delivery of priority actions of the Blackpool, Fylde and Wyre Economic Prosperity Board (EPB)
 - Support a sustainable future for the fish processing industry
- Adopt a new Local Plan to manage and deliver development through to 2031
- Develop the Wyre Beach Management Scheme
- Deliver a programme of commercial initiatives as part of the Council’s Commercial Strategy
- Deliver the Asset Management programme of works to maximise the return from our assets

- Deliver a programme of work to promote healthy choices and healthier lifestyles to keep people well through better use of our leisure centres, recreational facilities, parks and open spaces
- Support neighbourhood health initiatives for Garstang and Over Wyre to address social isolation and loneliness
- Explore opportunities offered by the Better Care Fund to better support older people and people with disabilities to stay in their own homes
- Support the delivery of the Wyre Early Action project to include a focus on vulnerable children and young people
- Develop a programme of work to target environmental crime and stimulate community pride

- Facilitate the delivery of community priority projects through the Together We Make a Difference Network
- Progress our programme of efficiency savings and income generation projects to ensure a balanced budget
- Deliver our #DigitalWyre strategy, including a focus on:-
 - Digital Customer Service
 - Digital Community
 - Digital Workforce
 - Digital Collaboration
- Collaborate with our partners to apply for Heritage Action Zone status for Fleetwood conservation area
- Ensure the council meets the requirements of the new General Data Protection Regulations (GDPR)

Measures

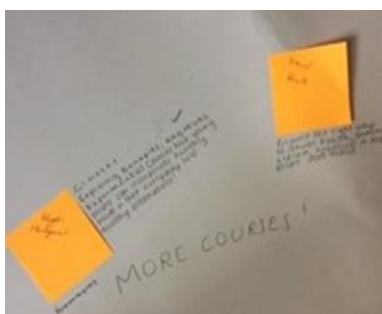
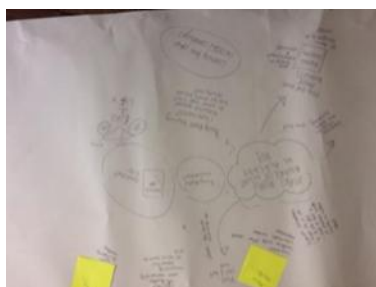
- Number of houses built
- Number of affordable dwellings built
- Number of businesses supported
- Number of businesses registered on the Wyred Up database
- Out of work benefit claimant count
- Town Centre vacancy rates

- Adult and Childhood obesity levels
- % clients enabled to remain living in their own home (Care & Repair)
- Number of leisure centre customers
- % of people satisfied with sport and leisure facilities #
- % of people satisfied with parks and open spaces #

#Life in Wyre Survey – Bi-annually

- % of people satisfied with where they live #
- % of people satisfied that the Council provides value for money #
- % of residents very or fairly well informed #
- Annual Efficiency Savings Delivered
- % of e-contacts as a % of total contacts

**Supportive Friendship Confidence Experience Kindness
Encouragement Acceptance Welcoming Self-esteem
Informative Progression Freedom Energetic
Motivation Community Inclusion Safe Fun**



**FINAL REPORT
'GETTING WYRED INTO HEALTH'
YOUNG PEOPLE'S CONSULTATION**

OCTOBER 2017



FINAL REPORT SUMMARY

Acknowledgments

This report was commissioned by Wyre Children's Partnership Board. It was produced and researched by URPotential (URP). URPotential would like to thank Wyre schools, youth groups and young people who took part.

URPotential is a community interest company located in one of the three most deprived wards of Blackpool, covering the Lancashire footprint. URPotential have recently acquired Cleveleys Library and will co-locate their services in 2018.

Our four key areas of work are:

1. Research and Consultancy Services
2. Youth Volunteering & Adult Volunteering
3. Direct Youth & Community Service delivery
4. Adult Training and employment/volunteering Services

Executive Summary

This report commissioned by Wyre Children's Partnership Board conveys the views of approx three thousand young people living in or being educated in Wyre (Lancashire). The focus is young people aged eleven to sixteen years, with the aim to investigate their perceptions of emotional health and wellbeing. The purpose is to initiate and develop opportunities for children and young people to contribute to the Children's Partnership Board, so that service design starts from an evidence base.

Background

The backdrop to this work is related to increasing policy and practice promoting the engagement of children and young people and person centred approaches. The target was to develop a piece of Participatory Action Research (PAR) that identifies ways of increasing access and inclusivity to services that assist with young people feeling healthy both personally and emotionally.



FINAL REPORT SUMMARY

Method

The PAR model followed a three step process.

- Step one; URP worked with young people to identify issues or challenges that relate to their emotional health and wellbeing. A total of eight were identified and a ballot card was produced.
- Step two; URP undertook a large scale consultation exercise through schools and existing service provision for young people in Wyre. The reach for this ballot was 2454 young people.
- Step three; URP delivered focus groups in three high schools, one Pupil Referral Unit and with Wyre Youth Council. Each group was solution focused.

Research findings

Young people placed nine issues in the following order; Improving our mental health and relieving stress, eradicating bullying and exploring the internet safely, stopping smoking, having a good education about sexual health, helping with weight management and improving our physical health, Other (examples provided further on), cutting substance misuse among young people, reduce drinking and helping us with our oral health. An option of 'other' was added to the ballot to provide space for young people to include a preference not included within the eight. It is acknowledged throughout this report and by the young people that took part in the focus groups that these issues may well be interrelated to each other or interconnected to wider issues such as poverty.

Recommendations

A number of recommendations made by the young people can only be acted upon through a change in national policy and law. This report concentrates on recommendations that can be acted upon at a local level. Additionally, some of the recommendations identified below cross all nine of the issues. The later recommendations specifically address the top three issues identified through the ballot exercise. These are; Improving our mental health and relieving stress, eradicating bullying and exploring the internet safely and stopping smoking.



FINAL REPORT SUMMARY

Across all nine:

- Improve communication between services and young people and improve access to information.
- Develop more peer to peer schemes.
- Increase the level of involvement of young people in service design and delivery and training of staff.

Improving our mental health and relieving stress:

- We need someone to talk to.
- We would like to have alot of trained teachers to help us and have a buddy system at school.
- We would like to have something to do away from school. Social time or sports.

Eradicating bullying and exploring the internet safely:

- We would like more anti -bullying mentor schemes.
- Get people in school from mental health services to talk to us.
- Make people more aware about the consequences, harder punishment for bullies and have teachers in school to help with anger.

Stoping smoking

- Need to publicise how wrong smoking is and how bad it is for older people buying cigarettes and permitting young people to smoke.
- Undercover project that the Police take on to see if shops serve under age young people and don't ask for I.D.
- Consider the use of E-Cigs to help young people give up.



Introduction

In Lancashire the Children and Young People's Trust is the key partnership that ensures that services in Lancashire are able to deliver on outcomes for children, young people and families. On a more local level this is facilitated through the Children's Partnership Boards (CPBs). The CPBs were established in October 2014, replacing District CYP Trust Boards and Locality Safeguarding Children Groups. The purpose of the CPBs is to drive and deliver effective multi agency working that safeguards and promotes the well-being of children and young people and improves outcomes for children, young people and families. The boards provide a means by which local agencies come together to ensure effective collaboration in the development and delivery of services to children, young people and their families. As a sub-group of the county-wide Children and Young People's Trust, the boards offer a means by which local priorities can be influenced by local people.

URPotential (URP) is a Community Interest Company. We are a not for profit organisation. Our values are based on community cohesion and the development of communities who take the lead. We believe in supporting individuals to fulfill their potential and reach their dreams.

Under Priority two of the Fylde, Lancaster and Wyre Children's Partnership Board 2016-17 Action Plan URP was asked to undertake a large scale consultation exercise with young people from accross Wyre. Through existing work with young people URP designed a three stage consultation exercise.

Methodology and Method

The Participation Action Research (PAR) model followed is based on reflection, data collection and action. URP worked with young people to reflect on emotional health and well being, then, a far reaching consultation exercise was designed, data was collected from young people and finally, focus groups were facilitated to explore potential solutions to issues raised from the consultation excercise. This was conducted through a three step process.



FINAL REPORT SUMMARY

Step one; URP worked with young people to identify issues or challenges that relate to their emotional health and wellbeing. A group of young people convened to look at the theme of emotional health and well being and to explore research methodology and methods. The group worked together to produce a ballot card (Appendix 1). The ballott card was inspired by the United Kingdom Youth Parliament, Make Your Mark (MYM) consultation exercise. In 2017 Lancashire reached 24,894 young people through MYM. This is a turn out of 21% of the youth population. The aim of the ballott was to produce qauntative data that could provide fertile ground for the exploration for more qualitative data.

Step two; URP coordinated a large scale consultation exercise through high schools. The reach for this ballot was 2454 young people. In total six high schools, Pupil Referral Unit and one training provider took part. The data was analysed by a group of volunteers and staff at URP. Each venue that took part received a Report Card (Appendix 2) that presented their results as a whole school with a year by year breakdown.

Step three; All high schools in Wyre and an array of youth provision providers were contacted to take part in the solution finding workshops. URP delivered focus groups in three high schools, one Pupil Referral Unit and with Wyre Youth Council. The focus groups were fast paced and took between 35 – 45 minutes to complete. An example of the session plan for the focus groups can be found in Appendix 3.

Results

The results are presented in two formats. The first (Figure 1) presents quantative data and the second qualitative data. Figure 1 outlines the quantative data collected from step two. Figure 1 is the culmative data collected in Step two.



FINAL REPORT SUMMARY

Figure 1

1	Improving our Mental Health and relieving stress, Amount of votes 727
2	Eradicating Bullying and exploring the internet safely, Amount of votes 372
3	Stop smoking, Amount of votes 333
4	Having good education about Sexual Health, Amount of votes 251
5	Helping with weight management and improving our physical health, Amount of votes 246
6	Other, Amount of votes 245
7	Cutting substance misuse among young people, Amount of votes 186
8	Reduce drinking, Amount of votes 51
9	Helping us with our Oral Health, Amount of votes 43

Improving our mental health and relieving stress received just under 30% of the total vote. This is just under twice more than the second place issue, eradicating bullying and exploring the internet safely. Stopping smoking was third with having good education about sexual health, helping with weight management and improving our physical health, and other, being split by just six votes. The answers offered for other, ranged from eating disorders to accidental injury.

The quantitative data provided a statistical grounding for the focus groups. The focus groups were utilised to gather qualitative data (step three) based on young people considering solutions to complex problems. All the comments from the young people can be found in Appendix 4 (second format).

Young peoples recommendations; across all nine issues:



FINAL REPORT SUMMARY

- Improve communication between services and young people and improve access to information; Young people told us that If a service is advertising or putting information on the web it needs to be easier to find. Young people also told us that we need to make people aware of what there already is. Services are not good at advertising themselves.
- Develop more peer to peer schemes. Young people told us that they would like more mentoring schemes and opportunities. Young people told us that services need to learn from successful campaigns. Young people stated that they can help with identifying what works and what doesn't. Young people also stated that they often listen to each other more than adults.
- Increase the level of involvement of young people in service design and delivery and training of staff. Young people told us that in order to have ownership and feel valued that young people need to be involved in the creation and development of projects meant for them. Young people also stated that they should be involved in training professionals and staff in order to help them understand better how young people feel.

Furthermore, young peoples recommendations; across the top three issues:

Young people told us that in order to improve their mental health and relieve stress, that:

- We need someone to talk to.
- We would like to have a lot of trained teachers to help us and have a buddy system at school so that we can speak to each other.
- We would like to have something to do away from school. More social time to do sports.

Young people told us that in order to Eradicate bullying and explore internet safely, that:

- We would like more anti-bullying mentoring schemes.
- We would like people in school from mental health services to talk to us.



FINAL REPORT SUMMARY

- We would like to make people more aware about the consequences of bullying. We should have harder punishment for bullies and have teachers in school to help with anger.

Young people told us that in order to stop smoking, that:

- Services need to publicise how wrong smoking is and how bad it is for older people to buy cigarettes and permit young people to smoke.
- We should develop an undercover project that the Police take on to see if shops serve under age young people and don't ask for I.D.
- Consider the use of E-Cigs to help young people give up.

Conclusion

The purpose of this report was to initiate and develop opportunities for children and young people to contribute to the Children's Partnership Board so that service design starts from an evidence base. It has achieved this through both quantitative and qualitative consultation exercises. We recommend that there is ongoing involvement of young people in the Children's Partnership Board. Young peoples involvement in decision making benefits young people, services and the wider community through the development of skills and knowledge. The involvement of young people improves service commissioning and design. It informs better planning and decision making. It increases the use of services by young people. Increases efficiency of services and improves customer service to the whole community.

For more information contact;

URPotential

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01253 344398

research@urpotential.co.uk



APPENDIX 1

GETTING WYRE'D INTO HEALTH

Young Peoples Health Ballot in WYRE

PLACE AN X IN THE BOX NEXT TO THE ISSUE THAT YOU THINK IS THE MOST IMPORTANT
TO ADDRESS FOR YOUNG PEOPLE IN WYRE

Cutting substance misuse among young people	
Helping us with our Oral Health	
Having good education about Sexual Health	
Eradicating Bullying and exploring the internet safely	
Improving our Mental Health and reliving stress	
Helping with weight management and improving our physical health	
Reduce drinking	
Stop smoking	

**Voting will take place at
your school / youth group**

6th – 12th February 2017




Add 296 Central Dr, Blackpool FY1 5JW
Te <http://urpotential.co.uk/>





All School's Report Card

Report Card: Getting Wyre'd into Health

In order	Registered Votes	Overall Scores
1	Improving our Mental Health and reliving stress 727	Total amount of votes registered 2454 St Aiden's 680 Cardinal Allen 618 NLT 17 Poulton 18 Baines 101 Hodgson 519 Fleetwood High 313 Garstang 188 Void votes 148 
2	Eradicating Bullying and exploring the internet safely 372	
3	Stop smoking 333	
4	Having good education about Sexual Health 251	
5	Helping with weight management and improving our physical health 246	
6	Other 245	
7	Cutting substance misuse among young people 186	
8	Reduce drinking 51	
9	Helping us with our Oral Health 43	

Appendix 3

Session title: Getting Wyre'd into Health – Solution based workshop

Time: minutes - 20

Purpose: To welcome people and help them to feel at ease and to set the scene

Aims:

1. To introduce the Getting Wyred Into Health scheme

You will need:

- Quiz sheets and

Time	Activity	Notes
10 minutes	Open the session, Welcome and introductions – Introduce self, URP and what we have been asked to do. Getting Wyred into health is a consultation exercise running across Wyre. We at URP have been asked to find out what young people think about health and how it can be improved. Last term we asked 2454 young people what was most important to them. We gave young people eight choices. There was Improving our Mental Health and reliving stress, Eradicating Bullying and exploring the internet safely, Stop smoking, Having good education about Sexual Health, Helping with weight management and improving our physical health, Cutting substance misuse among young people, Reduce drinking and Helping us with our Oral Health.	
10 Minutes	Quiz In pairs we would like you to rank in order which issue you think came first, second, third and so on until number 8. We have prizes for who gets it right. Give the young people the list of options and 5 minutes to complete. Once they complete go through the correct numbers. 1 st Improving our Mental Health and reliving stress, 727	



	<p>2nd Eradicating Bullying and exploring the internet safely 372 3rd Stop smoking 333 4th Having good education about Sexual Health 251 5th Helping with weight management and improving our physical health 246 6th Cutting substance misuse among young people 186 7th Reduce drinking 51 8th Helping us with our Oral Health 43</p> <p>Ask the young people if they are surprised by these results spend a couple of minutes to discuss</p>	
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Other intro game options

<p>10 mins Page 61</p>	<p>Walk Smile Meet Participants walk around the room in different directions, first ask them to make eye contact, then to smile, then to make a physical contact in the form of handshake. Then put a time limit to shake hands with everyone in the room.</p>	
<p>10 mins</p>	<p>Paper Airplane Intro Game – Give each attendee an A5 piece of paper. On the paper ask each attendee to write down an estimation of their height, eye colour, hair colour and something interesting about them that is unique to them. Then ask each attendee to make a paper airplane, and on the word go, everyone throw to the front. Once everyone has thrown their plane, ask people to come to the front and pick one up. Then it is the mission of the attendee to find the owner of each plane buy speaking to and networking with the other attendees.</p>	



Session title: Solution Based Workshop one

Time: 20 minutes

Purpose: Solution finding section

Aims:

2. To explore possible solutions to the identified eight health related issues

You will need:

- Eight issue based bubbles / post it notes

Page 6

Time	Activity – Representation Workshop	Notes
15 minutes	Introduce the eight issue based bubbles around the room. Announce to the young people that we are looking for creative solutions to each of the issues. We would like you to think about the issues/questions raised and think about creative solutions i.e. what do you think could be done to stop young people smoking? A creative solution to this could be that young smokers are provided with a Vape electronic cigarette. Be bold and be creative. You have ten minutes to discuss, explore and come up with ideas. Id like you to look at least three of the eight issues/questions.	
5 minutes	Recap and Evaluation Recap on the main points raised tell the young people about the next steps and evaluate the session	



Getting Wyred into Health Quiz

Issue / Quiz	Mark 1-8
Reduce drinking	
Cutting substance misuse among young people	
Helping us with our Oral Health	
Stop smoking	
Having good education about Sexual Health	
Improving our Mental Health and reliving stress	
Helping with weight management and improving our physical health	
Eradicating Bullying and exploring the internet safely	





Appendix 4

Possible Solutions to the top five areas identified by 'Get Wyred'

Black – Wyre Youth Council

Yellow – Mckee

Red – Cardinal Allen

Pink – Fleetwood

Green - Hodgson-

Overall

We (services and young people) need to learn from successful campaigns.

Young people need to be involved in the creation and development of the idea, and design of project. This is so that we can have ownership and feel valued. We need to be involved in the creation and development of projects meant for them.

Young people should be involved in training professionals that If a service is advertising or putting information on the web it needs to be made more easy to find.

Substance misuse

Legalise

Weight Management

People need to be informed; Classes need to be run explaining the benefits / negatives. Try doing some experiential courses looking at how young people can incorporate healthy foods into everyday lives, what are the healthy alternatives?

Exercise more – Better education and workshops – Education in school for healthy eating

Sexual Health

Schools and services need to enforce the right ways to sexual health. Demonstrate / explain negatives in depth, people don't realise.

Free contraception – Don't willy wagle – Provide contraception and education – More counselling offered – link to sport – Have free and regular health checks to include oral and sexual health

School nurse????

Smoking

Change the law to 18 years.

Need to publicise how wrong smoking it is for older people buying cigarettes and permitting young people to smoke. Place actions which can be taken to stop this.

Undercover – project that Police take on to see if shops serve under age and don't ask for I.D.

Put cigarettes in smaller packs – give free ecigs to young people



Stop young people from smoking by showing them the long term effects

Make smoking an illegal act and older age

Don't sell cigarettes to people you know are underage

Show them how lungs work so they can realise how important it is to keep them healthy

It kills you so don't do it

Use an e-cigarette

Show the disadvantages of smoking

Make packets where cigarettes are shown as teeth on the box and each one taken out loses a tooth

Sell less

You could talk to someone and get help to quit

Smoking takes seconds away from your life

Electronic cigarettes

Stop doing it and use an e-cig and try to stop

We need to stop smoking by taking therapy or maybe not even trying it

happens and introduce them to things that can help them

Don't smoke at all, it's simple

Stop smoking, it damages your lungs and could potentially kill you

Bring in people who have had the bad effects of smoking

Teach it in school about why it is bad to smoke

Tell people how smoking affects them

Tell people how bad it is

Have 3 less cigarettes a day and stop the stress, don't follow your mates and you will live longer

Use a vape

Ask friends to help you stop and increase the price

Use an anti-smoking patch, (nicotine)

Increase the price of cigarettes

Vape nation

Find some better friends that won't peer-pressure you

You get lung cancer

Start vaping instead of smoking

Have chewing gun or fiddle with something



Use e-cigarettes

Start vaping

Don't do it!

Use nicotine spray and patches

You could get cancer and death

Slowly quit

Scare them with the facts about smoking

Get medicine from a doctor

Ban smoking outside the gets or in the gates

Every time you some it takes a day of your life

You can use e-cigarettes

You need to stop selling cigarettes as people can die and get cancer

Bullying

There needs to be 'HELP' button on all social media sites if people are being bullied.

We would like more mentoring schemes and opportunities. We often listen to eachother more than adults

Law of criminal offence if online bullying or giving a bad comment

Challenge the bullies, have the school council help it

If you see it, report it as it could get them into trouble and they may not do it again

Boxing lessons to get rid of your anger

Tell someone so they can act on it

Don't be afraid to stop it

Give it a worse punishment and more restrictions on the internet

Have an anti-bully room where you sit and chat with to bullies to sort the problem out

Bullying is a crime, so stop now

If bullying happens, call child line

Get more people to trust you and open up to you

Stop being insecure

Tell your friends, family, or people you trust

Bullying is a sign on being drawn to evil. Do you want to be evil?



Go to therapy

Make an online safe website

Tell someone so they can act on it

Always tell someone who will take care of it

Make a website where is sensors swears and checks ages of people

Speak to someone you trust

Harder punishment for bullies

Tell family members who are hard

Remove bullies from school and involve the police

Remove pressure about being popular or not

A place to report stuff that kids know and can send screen shots

Do more stuff on bullying week, for example a play and anti-bullying people

Teachers in school to help with anger, provide a separate chill room

get rid of sites like Sahara as it allows to swipe up on snapchat anonymously so people can abuse others and you don't know who it is

Get people in school from mental health services to talk to us

Harsher punishment in schools for bullying

Better support teams to help

More lessons on how to be safer

Explain the long term effects and how bad they are for people's lives

Ensure they know they aren't lone and they can talk to anyone

Tell people about bullying

Tell people about it and that it isn't nice

Encourage school activities with different groups

Make people more aware about the consequences

Mental Health

We need to PLUG our own PSHEE Booklets

We need to make people aware of what there already is. Services are not good at advertising themselves

We need someone to talk to

We need to raise awareness, make talking about Mental Health socially acceptable, raise awareness



by getting young people talking to other young people that have has similar experiences.

We should only be discharged when we are better not when we turn 16 – More money for CAMHS Counsellors – Easier access to CAMHS – Provide help to all people – continue to support until left education not at 16 years. Improve CAMHS and more support to schools, provide more information on mental health and counselling,

Make Resources for people to feel comfortable talking to instead of teachers

Have time to yourself if you are feeling stressed

Let us use fidget spinners

Lots of exercise

Try to beat post-traumatic stress disorder

Have a calming day where they can go to a calm place; for example, reading rooms

Have more sport

Have a chill out room

Less homework on the weekend to give people time to rest

More help by teaching people to have less stress

Group sessions and more 1 to 1 talks and teach understanding of mental health

Doing plenty of exercise and use hygiene correctly

Teach people about mental health and how it works

Go to the gym

Stop fighting

More sport

More people to talk to about it

Puppies

More 1 to 1 sessions inside and outside of school

Have a reading room

Come out when you're ready, more LGBT services as coming out is stressful

Tell people how bad it is

Use a stress ball

Add awareness to some mental conditions

Maybe doing mediation and do stress release colour drawing books

More councillors

Getting a punch bag to get your anger out



Focus on good times and positive stuff when feeling bad

Have a lot of teachers trained to help you

Give out stress balls and use them

Have buddies at school to talk to, (older students)

Have a healthier diet

Take time outs

There are free memberships to gyms of swimming

Older kids at school who will listen and help

Be healthy – don't get stressed, have a relaxed place at school, have relaxing music

Keep interest in a hobby or something you do, tell someone to help you

Try to keep busy, getting a job or volunteering

Keep them focused and stop them getting stressed, try to keep them happy

Get a diary and record what's happening

Do lots more sports, free memberships

No homework

Video gaming in school at lunch

More councillors in school

Listen to music

Speak to your family

Having an hour to just chill out and do what you want

Less homework, chill out

Going on walks, spending more time with your friends and family

Having more 1 to 1 sessions with your tutors or a councillor

Less homework, more school

Drinking

More education on drink and use scare tactics – close pubs earlier – up the prices – show people how much drink they consume



Agenda Item 7

Task Group - Scoping Document – Public Conveniences - DRAFT

Review Topic	Public Conveniences
Chairman	To be confirmed
Group Membership	To be confirmed.
Officer Support	Scrutiny Officer.
Purpose of the Review	To review the current service provision, including locations and charges and consider options beyond the current contract term with Danfo.
Role of Overview and Scrutiny in this Review (mark all that apply)	<p>Holding Executive to account – decisions <input checked="" type="checkbox"/></p> <p>Existing budget and policy framework <input type="checkbox"/></p> <p>Contribution to policy development <input checked="" type="checkbox"/></p> <p>Holding Executive to account – performance <input checked="" type="checkbox"/></p> <p>Community champion <input type="checkbox"/></p> <p>Statutory duties / compliance with codes of practice <input type="checkbox"/></p>
Aims of Review	To recommend future fees and charges, consider site locations, rationalisation of sites or alternative sites. Review current service and consider options beyond the current contract.
Methodology	<ul style="list-style-type: none"> • Interviewing witnesses at task group meetings. • Comparative statistics for costs and use • Site visits • Comparisons with other local authorities, benchmarking, identifying best practice
Scope of Review	<p><u>Within Scope:</u> Current and futures level of provision and site locations Fees and charges Contract provision / alternatives</p> <p><u>Outside scope:</u> Alternative use of buildings.</p>
Potential Witnesses	<ul style="list-style-type: none"> • Portfolio Holder • Service Director People and Places • Other Wyre Council officers • Danfo personnel

Documents to be considered	Current contract Annual review reports Audit Reports Previous O&S reports Procurement / legal options
Risks	
Level of Publicity	Medium
Indicators of a Successful Review	
Intended Outcomes	Summary document of recommendations for future service provision.
Approximate Timeframe	3 months.
Projected Start Date	October 2018

DRAFT

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19

Committee Meetings

(All meetings are held on Mondays starting at 6pm)

Date	Planned Committee agenda items
2018	
21 May	<ul style="list-style-type: none"> i. Election of Chairman ii. Election of Vice Chairman iii. Draft report of the Engaging with Children and Young People task group iv. Business Plan – Quarterly Performance Statement v. Environmental crime vi. Car parking consultation report vii. O&S Work Programme 2018/19 - update
25 June	<ul style="list-style-type: none"> i. Review of task group recommendations – Food hygiene ii. Review of task group recommendations – Domestic abuse iii. O&S Work Programme 2018/19 – update (including mention of Modern.gov implementation, Phase 2)
30 July	<ul style="list-style-type: none"> i. Fylde and Wyre Clinical Commissioning Group – update report ii. Lancashire County Council Health Scrutiny Committee iii. O&S Work Programme 2018/19 - update
10 September	<ul style="list-style-type: none"> i. Business Plan – Quarterly Performance Statement ii. Outcomes from LGA Peer Review – review of actions taken iii. Digital transformation – update on paperless meetings iv. Statement of accounts v. O&S Work Programme 2018/19 - update
22 October	<ul style="list-style-type: none"> i. Flooding task group – draft report ii. O&S Work Programme 2018/19 - update
26 November	<ul style="list-style-type: none"> iii. Business Plan – Quarterly Performance Statement iv. O&S Work Programme 2018/19 – update v. Fees and charges vi. Cost profiles – benchmarking results vii. Treasury management

Date	Planned Committee agenda items
2019	
7 January	<ul style="list-style-type: none"> i. Business Plan 2019/20 – Leader and Chief Executive to attend ii. Annual Schedule of planned investment in assets iii. O&S Work Programme 2018/19 - update
11 February	<ul style="list-style-type: none"> i. Business Plan – Quarterly Performance Statement ii. O&S Work Programme 2018/19 - update
18 March	<ul style="list-style-type: none"> i. Wyre Community Safety Partnership – annual scrutiny review ii. O&S Work Programme 2018/19 - update
29 April	<ul style="list-style-type: none"> i. O&S Work Programme 2018/19 - update

Scrutiny task group reviews

Date	Format	Topic
October 2017 to May 2018	Task group - completed	Engaging with children and young people
Started 25 April 2018	Task group	Flooding – the role of councillors.
To start 25 July 2018	Task group - completed	'MyHomeChoice' consultation
To be agreed	Possible task group	Public conveniences
	Possible task group	Environmental crime – enforcement and members' role
	Possible task group	Car parking consultation
	Possible task group	Support a sustainable future for the fish processing industry

Updated 16 August 2018



Report of:	Meeting	Date	Item no.
Clare James, Head of Finance	Overview and Scrutiny Committee	10 September 2018	8

Statement of Accounts 2017/18 – Questions and Answers

1. Introduction

- 1.1** The report on the Statement of Accounts 2017/18 was considered by the Audit Committee on Tuesday 24 July 2018.
- 1.2** In order to assist with the interpretation of the report and to demonstrate robust Member scrutiny prior to approval, the Head of Finance submitted a set of Questions and Answers, which were considered at the meeting.
- 1.3** The Scrutiny Officer has identified that the document may also be of interest to the Overview and Scrutiny Committee.
- 1.4** As a result, extracts from the Questions and Answers document, tabled at the Audit Committee meeting, are included in this report for the committee's consideration. The selected questions illustrate more of the operational and service based matters considered rather than the technical accounting matters discussed at Audit Committee. The full set of Questions and Answers are included in the minutes of the Audit Committee meeting 24 July 2018.

Statement of Accounts 2017/18 – Questions and Answers

The following questions and answers will help to demonstrate that the Council's Accounts were subject to robust member scrutiny prior to approval.

EXTRACTS ONLY BELOW

Question No. 4 (Page 10)

Cemeteries were in a deficit position in 2016/17, how have they performed in 2017/18?

Performance (excluding any notional charges) across all of the cemeteries since 2010/11 is shown in the table below. Although cemeteries income outperformed budget by £20,513, overall the cemeteries operated at a deficit of £10,820, an improvement of nearly £5,000 on the previous year. This is largely owing to support services recharges incurred in generating the additional income and the increased cost of responsive maintenance at Fleetwood Cemetery.

The council will continue to monitor the situation in future years.

- 2010/11 - a deficit of £23,648
- 2011/12 - a deficit of £45,818
- 2012/13 - a deficit of £7,393
- 2013/14 - a surplus of £7,528
- 2014/15 - a surplus of £35,311
- 2015/16 - a surplus of £1,357
- 2016/17 - a deficit of £15,788
- 2017/18 - a deficit of £10,820

Question No. 5 (Page 10)

What is the subsidy position at Marine Hall and Thornton Little Theatre (TLT) and how is the reduced expenditure of £21,000 at Marine Hall explained?

In 2017/18 the overall subsidy at Marine Hall, excluding capital charges was £315,125 and the equivalent subsidy at TLT was £116,522. This compares to figures in 2016/17 of £252,918 and £117,957 respectively.

Whilst TLT is holding steady in terms of its subsidy level, Marine Hall has seen a worsening position over the last 12 months with an increased subsidy of nearly 20% compared to the previous year. This trend was reported to Audit Committee in May 2018 as part of the summary findings in Internal Audit's Annual Report.

2017/18 has seen significant changes to the staffing and management of the theatres following the sad death of the Head of Leisure and Culture in January 2017 and as such it should not be seen as a typical year. The savings of £21,000 mean that the subsidy was lower than anticipated with additional staffing and agency costs being offset by increased bar income.

The ten year average subsidy for Marine Hall is £309,146 and for Thornton Little Theatre this is £95,870. Subsidy levels can fluctuate year on year as a result of one off spend such as repairs and maintenance but a subsidy level of between £225K and £250K has been delivered in recent years and this should remain the target going forward.

Following the recent internal audit review, a number of actions have been documented and work continues to restore the subsidy to its previous lower levels.

Question No. 12 (Page 10)

An underspend of more than £27,000 has been reported in relation to Domestic Waste Containers. How does this compare to previous years and why have costs reduced?

The introduction in 2014/15 of a charge for the delivery and administration costs associated with providing replacement bins (not applicable to boxes) is likely to have encouraged residents to take good care of their waste containers, thus reducing the need for more frequent replacements. Developers have also become accustomed to the charge and many now build this into their development costs and request the full suite of containers in bulk. Replacement boxes continue to be provided free of charge. The table below shows the expenditure on containers, the annual underspend over the last three years and the total income generated from admin fees. It shows that we currently recover less than 40% of the cost of replacement containers from residents.

Description	2017/18 £	2016/17 £	2015/16 £
Expenditure on Containers (includes collection of spares)	108,733	125,609	126,447
Container Underspend	27,447	14,471	7,793
Administration Fee	(40,768)	(17,790)	(13,656)

Question No. 13 (Page 10)

Public Conveniences have achieved savings and additional income of nearly £12,500. Does this mean more people are ‘spending a penny’ in our award winning toilets?

Yes, income has been greater than expected by nearly £7,300 (£47,278), an improvement on 2016/17 of around £6,300. The highest income earning facility was at Rough Lea Road Car Park and it was also the most improved compared to 2017.

Added to this, when the contract was outsourced to DANFO, a fixed element was paid annually for pension obligations to staff that transferred across under TUPE (Transfer of Undertakings (Protection of Employment)) Regulations. As former council staff have retired or left the company, these costs have reduced and we ceased having to pay the £9,090 annual sum in 2017/18 with a part year impact saving us £5,200.

Question No. 14 (Page 11)

Last year we reported savings on bulky household, clinical and hazardous waste of £25,260 and in 2017/18 this has been replicated with a similar saving of £25,507. Why haven’t we amended our forecasts if these savings are year-on-year?

Whilst there have been savings on bulky household, clinical and hazardous waste it should be noted that in 2016/17 both clinical and hazardous waste remained as operating at a loss. However, bulky household waste did generate a surplus for the first time.

In 2017/18 a similar picture has emerged with both clinical and hazardous waste operating at a loss and bulky household waste generating a modest surplus.

This is a combination of reduced costs in relation to vehicle maintenance, additional income from an increase in the charge from £18 to £19.50, with demand holding steady and additional income from an increase in take-up of Regenda customers using the service (paid for by Regenda).

The net savings for each of the services were as follows:

- bulky household - £21,520 saving (£11,100 net surplus)
- clinical - £1,040 saving (£2,960 net subsidy)
- hazardous - £2,950 saving (£2,050 net subsidy)

Question No. 24 (Page 11)

Just before we leave revenue slippage and looking at the full list at Appendix 3b (page 125), can you tell me about the item regarding the Care and Repair Service where we show projects subject to re-phasing of £180,285 which is met by external grant funding of the same amount. This seems a large amount to be carrying forward although it has reduced compared to last year’s value (£235,011) – why haven’t we managed to spend more of the money?

Care and Repair have been extremely successful in securing external funding to support a number of ongoing projects that include Winter Warmth initiatives, a social isolation project, a project to help prevent hospital admissions for patients with long term health conditions, a dementia project and a project to provide increased security for vulnerable households. These projects will have various start dates, with some having commenced in and prior to 2017/18 and others commencing in 2018/19. The timescales for delivery and reporting requirements are agreed with the funders in advance. The money is usually ring-fenced although some grants have a greater degree of flexibility in how they are spent.

Care and Repair have to date managed to provide these projects without additional staffing resource and the flexibility of funders around delivery timescales is therefore a key factor. In order to continue to attract external funding we must make the best use of the funds provided and ensure that they have a positive impact on recipients.

Project	Amount
	£
Affordable Warmth	98,227
Social Isolation / Affordable Warmth	21,000
Long Term Conditions	40,000
Winter Warmth Initiative	5,260
Dementia Initiative	4,320
Other Projects	11,482
TOTAL	180,285

Question No. 25 (Page 11)

I see that at 31 March 2018 we have nearly £11.8m in our revenue balances – why are we still trying to find efficiency savings?

The Council prepares a 4 year Medium Term Financial Plan which forecasts what we expect our income and expenditure to be in each of those years and shows the impact on our revenue balances. The latest update reflects a gap between expenditure and income in 2021/22 of approximately £2m and in effect, our level of balances only allows the Council to continue with its current spending plans until 2024/25 before it runs out of money. In 2019/20 our Revenue Support Grant ceases and following the absence of a Finance Bill in the Queen's Speech last year there is even greater uncertainty around what will replace this critical funding stream. There is an action in the Council's Business Plan (2018 Update) to 'progress our programme of efficiency savings to ensure a balanced budget' and regular progress reports will be provided to Cabinet and Overview and Scrutiny in order to bring the expenditure and income projections back into balance.

Question No. 27 (Page 12)

I see that we have spent £100,431 on Cultural and Leisure Facilities in 2017/18. This reminds me that as a result of improving the Poulton and Thornton Leisure Centres in 2014/15 we were meant to reduce our revenue subsidy (£356,239) by approximately £130,000 in 2015/16 to £225,229, with a further reduction of £25,000 in 2016/17 to £200K and an agreed two-year average subsidy of £172,500 in 2017/18 and 2018/19. Bearing in mind the 2015/16 and 2016/17 subsidy targets were both met (and improved upon), what does the final position in 2017/18 look like?

The expenditure has been routinely monitored throughout the year and the final outturn reported by the YMCA for 2017/18 was £238,505 which is £66,005 more than the agreed subsidy and £40,507 more than the subsidy level achieved in 2016/17. Late costs reported in May 2018 but not previously consulted on with the council related to a management restructure at the end of the financial year. This resulted in one-off termination costs for one Director with an impact on Wyre's subsidy of approximately £15,000.

As reported last year, although the YMCA performed better than the targets set in 2015/16 and 2016/17 this was helped by the novelty of the new facilities and the reduced maintenance costs. The Splash Pad continues to operate at a loss, increasing from £13,520 in 2016/17 to £19,385 in 2017/18 and this is built into the agreed subsidy target although not formally part of the contract.

The Council's Leisure Management Contract includes an incentive for the operator to reduce costs by allowing the YMCA to keep 50% of any savings below the operational subsidy and pay a 50% share of any expenditure incurred above the operational subsidy. In 2017/18, it was agreed that owing to the uncertainty around the reduced subsidy level any under or overspend would be carried forward and the overall impact assessed at the end of March 2019. In other words, over two years a total subsidy of £345,000 has been agreed and based on the 2017/18 outturn, only £106,495 remains for 2018/19.

In January 2018, the YMCA agreed to present various options for consideration by the Service Director for Health and Wellbeing, for substantially reducing the subsidy and these are currently awaited. However the 2018/19 forecast has been produced and this shows a reduced subsidy target of around £100K which if achieved would bring them back in balance over the two year period.

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