

**Lancashire County Council**

**Cabinet**

**Thursday, 8th January, 2015 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston**

**Cabinet Resolutions**

**No. Item**

- 5. Money Matters - The 2015/16 Budget and Financial Strategy 2016/17 to 2017/18 (Pages 1 - 556)**

Jo Turton  
Chief Executive

County Hall  
Preston



# Agenda Item 5

**Cabinet - 8 January 2015**

## **Resolutions**

Item 5 - Money Matters – The 2015/16 Budget and Financial Strategy for 2016/17 to 2017/18

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### **Resolved:-**

Cabinet resolves:

1. To note the update on the Council's position for 2015/16 and future years following the publication of the Local Government Finance Settlement for 2015/16 on 18 December 2014.
2. To note that the Council will have estimated resources over the period 2015/16 to 2017/18 as follows, to invest in services for the communities of Lancashire:

**Table 1 – Estimated Resources 2015/16 to 2017/18**

	<b>2015/16 £m</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>
Total Resources	1,154.104	1,134.166	1,114.232
Income from Fees, Charges and Specific Grants	442.974	444.677	445.569
Net Resources	711.130	689.489	668.663

Table 1

3. To note that funding from the Government through business rates and revenue support grant has fallen from £351.2m in 2014/15 to £298.8m in 2015/16, a reduction of 18%. It is recognised that government funding will fall further in future years, and in overall terms, the forecast of Government resources is a 7% reduction per year in 2016/17 and 2017/18. However, for business rates and revenue support grant only anticipated reductions of 8% in 2016/17, and 9% in 2017/18 have been planned for within the Cabinet's budget proposals.
4. To note that, at the same time the Council is facing increases in its costs over the next 3 years, and as a result, must make further savings of £176.8m, as set out in the table below.

**Table 2 – Profile of Savings 2015/16 to 2017/18**

	<b>2015/16 £m</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>Total £m</b>
<b>Level of Savings Required</b>	79.793	51.560	45.520	176.873

Table 2

5. To note that these reductions are in addition to the savings agreed by Full Council in February 2014 of £139m, bringing the total savings required over the period 2014 to 2018 to £315m.
6. To propose, for consultation, that the funding available be invested in the following service offers over the next three years. The detail of each service offer is set out in Appendix A to these resolutions, with further detail of the investment within each service offer, set out in Annex 1.

**Table 3 – Proposed Investment in Services 2015/16**

<b>Service Offer</b>	<b>Gross Budget 2015/16</b> <b>(The amount we propose to spend)</b>  <b>£m</b>	<b>Income 2015/16</b> <b>(The amount we expect to receive)</b>  <b>£m</b>	<b>Net Budget 2015/16</b> <b>(The cost to the County Council)</b>  <b>£m</b>
<b>Cost of Being in Business</b>	152.534	(75.201)	77.333
<b>Service Offer Proposals</b>			
Social Care	494.685	(119.486)	375.199
Other Services We Provide To Adults	16.979	(3.698)	13.281
Coroners Service	2.159	-	2.159
Public Health & Wellbeing	105.064	(75.610)	29.454
Other Services For Children & Young People	115.294	(60.792)	54.502
Highway Services	75.316	(44.498)	30.818
Bus & Rail Travel	42.002	(8.864)	33.138
Waste Management	104.908	(20.152)	84.756
Other Environment Services	16.500	(10.629)	5.871
Cultural Services	20.460	(5.130)	15.330
Economic Development and Skills	19.571	(18.913)	0.658
<b>Total for the Service Offers</b>	<b>1,012.938</b>	<b>(367.772)</b>	<b>645.166</b>
<b>Grand Total</b>	<b>1,165.472</b>	<b>(442.973)</b>	<b>722.499</b>

Table 3

**Table 4 – Proposed Investment in Services 2016/17**

<b>Service Offer</b>	<b>Gross Budget 2016/17</b> <b>(The amount we propose to spend)</b>	<b>Income 2016/17</b> <b>(The amount we expect to receive)</b>	<b>Net Budget 2016/17</b> <b>(The cost to the County Council)</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Cost of Being in Business</b>	164.750	(75.201)	89.549
<b>Service Offer Proposals</b>			
Social Care	487.207	(120.554)	366.653
Other Services We Provide To Adults	16.736	(3.698)	13.038
Coroners Service	2.169	-	2.169
Public Health & Wellbeing	96.128	(75.610)	20.518
Other Services For Children & Young People	112.044	(60.358)	51.686
Highway Services	75.473	(44.498)	30.975
Bus & Rail Travel	43.395	(9.029)	34.366
Waste Management	106.250	(20.150)	86.100
Other Environment Services	15.519	(10.535)	4.984
Cultural Services	18.214	(5.130)	13.084
Economic Development and Skills	19.747	(19.913)	(0.166)
<b>Total for the Service Offers</b>	<b>992.882</b>	<b>(369.475)</b>	<b>623.407</b>
<b>Grand Total</b>	<b>1,157.632</b>	<b>(444.676)</b>	<b>712.956</b>

Table 4

**Table 5 – Proposed Investment in Services 2017/18**

<b>Service Offer</b>	<b>Gross Budget 2017/18</b>  (The amount we propose to spend)  £m	<b>Income 2017/18</b>  (The amount we expect to receive)  £m	<b>Net Budget 2017/18</b>  (The cost to the County Council)  £m
Cost of Being in Business	160.915	(75.201)	85.714
<b>Service Offer Proposals</b>			
Social Care	480.406	(121.423)	358.983
Other Services We Provide To Adults	17.337	(3.698)	13.639
Coroners Service	2.179	-	2.179
Public Health & Wellbeing	90.347	(75.610)	14.737
Other Services For Children & Young People	111.862	(59.886)	51.976
Highway Services	76.534	(44.498)	32.036
Bus & Rail Travel	44.906	(9.200)	35.706
Waste Management	107.795	(20.119)	87.676
Other Environment Services	15.827	(10.890)	4.937
Cultural Services	16.815	(5.130)	11.685
Economic Development and Skills	19.974	(19.913)	0.061
<b>Total From Service Offers</b>	<b>983.982</b>	<b>(370.367)</b>	<b>613.616</b>
<b>Grand Total</b>	<b>1,144.897</b>	<b>(445.569)</b>	<b>699.329</b>

Table 5

7. To note that given the scale of the financial challenge, the level of savings required cannot be achieved without impacting upon services. In terms of our services, the Service Offer proposals reflect the need to manage demand more effectively, particularly in relation to social care, offering earlier help for those who need it and ensuring that preventative services are effective. Helping people earlier in life will build resilience and promote self-help as communities take a greater role in delivering support and improving outcomes. Central to the new Service Offer is the need for the Council to work more closely with communities and partners to develop new ways of delivering services, targeting and combining public services where they can be the most effective.
8. To note that the savings which will be delivered by each service offer, over each of the next three years, are summarised in the table below, with greater detail set out in Appendix 'B'.

**Table 6 – Phasing of Savings 2015/16 to 2017/18**

<b>Service Offer</b>	<b>Total Savings</b>	<b>2015/16 Savings</b>	<b>2016/17 Savings</b>	<b>2017/18 Savings</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Cost of Being In Business	7.818	3.380	1.706	2.732
Social Care	66.390	19.455	21.779	25.156
Other Services We Provide To Adults	5.252	5.141	0.111	-
Coroners Service	0.171	0.171	-	-
Public Health & Wellbeing	23.183	8.882	7.904	6.398
Other Services For Children & Young People	9.845	5.615	3.265	0.965
Highway Services	5.395	4.445	0.736	0.214
Bus & Rail Travel	0.739	0.658	0.081	-
Waste Management	20.053	18.000	1.053	1.000
Other Environment Services	1.656	1.310	0.304	0.042
Cultural Services	5.263	0.920	2.529	1.814
Economic Development and Skills	0.443	0.443	-	-
<b>Grand Total</b>	<b>146.208</b>	<b>68.420</b>	<b>39.468</b>	<b>38.321</b>

Table 6

9. To propose a council tax increase of 1.99% in 2015/16, raising further revenue for the Council of £7.474m in 2015/16
10. To set aside £3.9m from the Council's reserves to support the revenue budget in 2015/16.
11. To note that, as set out in paragraph 5, the savings required are in addition to those agreed by Full Council in February 2014, and to note the full impact of this previous decision, together with the proposed savings from the service offers proposals on the Council's financial position, as shown below in table 7:

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
<b>Total Savings Required</b>	<b>76.000</b>	<b>100.846</b>	<b>73.767</b>	<b>64.773</b>	<b>315.386</b>
Savings agreed at Full Council February 2014	(76.000)	(21.053)	(22.207)	(19.253)	(138.513)
<b>Further Savings Required</b>	-	79.793	51.560	45.520	176.873
Savings Arising from the Service Offers and reductions in the cost of being in business		(68.420)	(39.468)	(38.321)	(146.208)
Council Tax increase at 1.99%		(7.474)	-	-	(7.474)
Use of Balances		(3.899)	3.899	-	-
<b>Remaining Gap</b>		-	<b>15.991</b>	<b>7.199</b>	<b>23.190</b>

Table 7

12. To note the formal notification from Defra of the termination of the waste infrastructure grant with effect from 31 July 2014, and the Council's legal challenge, and agree that balances of £5.990m be set aside in 2015/16 to provide financial cover, if required.

13. To formally consult the following organisations on the Cabinet's proposals, with responses to be received by the 4 February 2015, to enable Cabinet to consider all responses at the meeting of the Cabinet on 5 February 2015, when Cabinet will formally recommend its budget proposals for 2015/16 to Full Council.

- The County Council's Budget Scrutiny Working Group
- The Office of the Police and Crime Commissioner
- The Lancashire Combined Fire Authority
- Recognised Trade Unions
- Borough, City and Unitary Councils in Lancashire
- Lancashire Members of Parliament
- Third Sector Lancashire
- Parish Councils and the Lancashire Association of Local Councils
- Lancashire Safeguarding Children's Board
- Lancashire Care Association
- The Older People's Forums
- The Chamber of Commerce
- The Lancashire Enterprise Partnership
- Healthwatch Lancashire



- The Clinical Commissioning Groups
- Young People's Engagement Forums

14. To thank the Chief Executive and her Management Team for the hard work that has developed the proposed service offers published for formal consultation today. Cabinet has considered the feedback received, and has not incorporated savings identified by the Chief Executive and her management team in relation to the cessation of subsidised local bus services, and discretionary subsidies for home to mainstream school transport.

15. To task the Chief Executive and her Management Team to continue to identify opportunities for reducing the Council's costs through the development of innovative ways of working, including working with partners to mitigate the financial and service risks facing the Council in future years.

16. To consider the Council's capital programme for 2015/16 and future years at the meeting of Cabinet on 5 February 2015, when all announcements on capital funding are known.

17. To bring a report back to Cabinet in 2015/16 on the results of the Spending Review 2015, which will be published by the Government following the General Election, and in the meantime, to prepare alternative funding scenarios to enable longer term financial planning for the Council.

18. That, in relation to the Schools Budget, Cabinet agrees that:

- i. The County Council's allocation of Dedicated Schools Grant (DSG) is applied in its entirety to the Authority's Schools Budget and not to supplement the Schools Budget from other resources available to the Authority, and
- ii. The detailed allocation of resources within the Schools Budget should be determined at a later date by the Cabinet Member for Children, Young People and Schools in consultation with the interim Executive Director for Children and Young People and the County Treasurer in conjunction with the Lancashire Schools Forum.



## Spend in 2017/18 If No Action Is Taken and Proposed Future Service Offer Investment

Service Offer	Gross Budget (The amount we would spend in 2017/18 if no action is taken)	Income (The amount we expect to receive in 2017/18 if no action is taken)	Net Budget (The cost to the County Council in 2017/18 if no action is taken)	Gross Budget (The amount we propose to spend in 2017/18 if the service offer is implemented)	Income (The amount we expect to receive in 2017/18 if the service offer is implemented)	Net Budget (The cost to the County Council in 2017/18 if the service offer is implemented)
	£m	£m	£m	£m	£m	£m
Cost of Being In Business	92.137	(76.279)	15.858	83.405	(76.360)	7.045
Corporate Costs	76.515	1.159	77.674	77.510	1.159	78.669
<b>Total Cost of Being in Business</b>	<b>168.652</b>	<b>(75.120)</b>	<b>93.532</b>	<b>160.915</b>	<b>(75.201)</b>	<b>85.714</b>
Adult Disability Provider Services	19.427	(1.231)	18.196	18.860	(1.231)	17.629
Adult Social Care (Areas identified as being in scope for delivery of additional savings)	-	-	0.000	(13.354)	-	(13.354)
Care Navigation	0.492	-	0.492	0.427	-	0.427
Care Services Older People	16.246	(8.022)	8.225	14.933	(8.022)	6.912
Carers Services	2.103	-	2.103	1.803	-	1.803
Adult Social Care (Staff)	32.115	(6.420)	25.695	30.654	(6.420)	24.234
Commissioned Social Care Learning Disabilities (Adults)	330.784	(94.535)	236.249	293.954	(94.535)	199.419
Reablement	3.862	-	3.862	3.862	-	3.862
Personal Social Care - Maintained Equipment	5.459	-	5.459	4.459	-	4.459
Supporting People	13.171	(0.800)	12.371	8.393	(0.800)	7.593
Mental Health Commissioning	31.005	(8.154)	22.851	26.991	(8.154)	18.837
Children's Social Care	65.402	(1.075)	64.327	64.168	(1.075)	63.093
Residential Services, Fostering and Adoption	23.230	(1.072)	22.158	21.800	(1.072)	20.728
Safeguarding Inspection & Audit	3.500	(0.116)	3.384	3.456	(0.116)	3.340
<b>Total Social Care</b>	<b>546.796</b>	<b>(121.423)</b>	<b>425.373</b>	<b>480.406</b>	<b>(121.423)</b>	<b>358.983</b>
County Benefits	5.701	-	5.701	2.189	-	2.189
Adult Transport	3.990	(2.587)	1.403	3.990	(2.587)	1.403
Direct Support to Services We Provide to Adults	12.897	(1.110)	11.787	11.157	(1.110)	10.047
<b>Total Other Services We Provide To Adults</b>	<b>22.588</b>	<b>(3.697)</b>	<b>18.890</b>	<b>17.337</b>	<b>(3.697)</b>	<b>13.639</b>
Coroners Service	2.350	-	2.350	2.179	-	2.179
<b>Total Coroners Service</b>	<b>2.350</b>	<b>-</b>	<b>2.350</b>	<b>2.179</b>	<b>-</b>	<b>2.179</b>
Public Health & Wellbeing	111.531	(73.610)	37.921	90.347	(75.610)	14.737
<b>Total Public Health &amp; Wellbeing</b>	<b>111.531</b>	<b>(73.610)</b>	<b>37.921</b>	<b>90.347</b>	<b>(75.610)</b>	<b>14.737</b>

## Spend in 2017/18 If No Action Is Taken and Proposed Future Service Offer Investment

Service Offer	Gross Budget (The amount we would spend in 2017/18 if no action is taken)	Income (The amount we expect to receive in 2017/18 if no action is taken)	Net Budget (The cost to the County Council in 2017/18 if no action is taken)	Gross Budget (The amount we propose to spend in 2017/18 if the service offer is implemented)	Income (The amount we expect to receive in 2017/18 if the service offer is implemented)	Net Budget (The cost to the County Council in 2017/18 if the service offer is implemented)
	£m	£m	£m	£m	£m	£m
Inclusion & Disability Support Service	42.386	(5.765)	36.621	37.245	(5.765)	31.480
School Catering	25.173	(24.753)	0.420	25.089	(24.753)	0.336
Lancashire Safeguarding Children's Board	0.450	(0.197)	0.253	0.389	(0.197)	0.192
Mainstream Home to School Transport	10.374	(1.041)	9.333	10.374	(1.041)	9.333
Provision Planning	0.435	-	0.435	0.280	-	0.280
Pupil Access	1.313	-	1.313	1.234	-	1.234
School Improvement	11.606	(5.765)	5.841	10.674	(5.765)	4.909
Traded Services	17.576	(18.810)	(1.235)	15.965	(18.810)	(2.846)
School Liaison and Compliance	0.418	(0.209)	0.209	0.370	(0.209)	0.161
Youth Offending	5.574	(3.303)	2.271	5.484	(3.303)	2.181
Direct Support to Services We Provide to Children & Young People	6.403	(0.044)	6.360	4.759	(0.044)	4.716
<b>Total Other Services For Children &amp; Young People</b>	<b>121.707</b>	<b>(59.886)</b>	<b>61.821</b>	<b>111.862</b>	<b>(59.886)</b>	<b>51.976</b>
Highways	81.303	(44.498)	36.805	76.371	(44.498)	31.873
Sustainable Travel	0.625	-	0.625	0.162	-	0.162
<b>Total Highway Services</b>	<b>81.929</b>	<b>(44.498)</b>	<b>37.431</b>	<b>76.534</b>	<b>(44.498)</b>	<b>32.036</b>
Bus & Rail Travel	45.645	(9.200)	36.444	44.906	(9.200)	35.706
<b>Total Bus &amp; Rail Travel</b>	<b>45.645</b>	<b>(9.200)</b>	<b>36.444</b>	<b>44.906</b>	<b>(9.200)</b>	<b>35.706</b>
Waste Management	127.848	(20.119)	107.729	107.795	(20.119)	87.676
<b>Total Waste Management</b>	<b>127.848</b>	<b>(20.119)</b>	<b>107.729</b>	<b>107.795</b>	<b>(20.119)</b>	<b>87.676</b>
Asset Management (Highway)	1.101	(0.087)	1.013	0.995	(0.087)	0.907
Countryside, Public Rights of Way and Environment and Community Projects	1.436	(0.092)	1.344	1.529	(0.092)	1.437
Design & Construction	8.831	(9.752)	(0.921)	8.503	(9.752)	(1.249)
Planning	2.010	(0.413)	1.597	1.752	(0.413)	1.339
Central Lancashire Masterplan Delivery	0.300	(0.546)	(0.246)	0.220	(0.546)	(0.326)
Direct Support to Services We Provide to Environment	3.805	-	3.805	2.828	-	2.828
<b>Total Other Environment Services</b>	<b>17.483</b>	<b>(10.890)</b>	<b>6.593</b>	<b>15.827</b>	<b>(10.890)</b>	<b>4.937</b>

## Spend in 2017/18 If No Action Is Taken and Proposed Future Service Offer Investment

Service Offer	Gross Budget (The amount we would spend in 2017/18 if no action is taken)	Income (The amount we expect to receive in 2017/18 if no action is taken)	Net Budget (The cost to the County Council in 2017/18 if no action is taken)	Gross Budget (The amount we propose to spend in 2017/18 if the service offer is implemented)	Income (The amount we expect to receive in 2017/18 if the service offer is implemented)	Net Budget (The cost to the County Council in 2017/18 if the service offer is implemented)
	£m	£m	£m	£m	£m	£m
Libraries, Museums, Cultural & Registrars	22.078	(5.130)	16.948	16.815	(5.130)	11.685
<b>Total Cultural Services</b>	<b>22.078</b>	<b>(5.130)</b>	<b>16.948</b>	<b>16.815</b>	<b>(5.130)</b>	<b>11.685</b>
Adult Learning	10.425	(13.182)	(2.757)	10.425	(13.182)	(2.757)
European Social Fund Skills and Development	6.708	(6.708)	-	6.708	(6.708)	-
Economic Development	3.285	(0.023)	3.261	2.842	(0.023)	2.818
<b>Total Economic Development and Skills</b>	<b>20.417</b>	<b>(19.913)</b>	<b>0.504</b>	<b>19.974</b>	<b>(19.913)</b>	<b>0.061</b>
<b>Grand Total</b>	<b>1289.024</b>	<b>(443.487)</b>	<b>845.537</b>	<b>1144.897</b>	<b>(445.567)</b>	<b>699.329</b>



# Savings From the Service Offer Proposed

Appendix B

Service Offer	Total Savings	2015/16 Savings	2016/17 Savings	2017/18 Savings
	£m	£m	£m	£m
Cost of Being In Business	8.813	4.375	1.706	2.732
Corporate Costs	(0.995)	(0.995)	-	-
<b>Total Cost of Being in Business</b>	<b>7.818</b>	<b>3.380</b>	<b>1.706</b>	<b>2.732</b>
Adult Disability Provider Services	0.567	0.397	0.085	0.085
Adult Social Care (Areas identified as being in scope for delivery of additional savings)	13.354	1.897	2.250	9.207
Care Navigation	0.065	0.065	-	-
Care Services Older People	1.313	0.149	0.807	0.357
Carers Services	0.300	0.300	-	-
Adult Social Care (Staff)	1.461	0.844	0.233	0.384
Commissioned Social Care Learning Disabilities (Adults)	36.830	13.519	14.605	8.706
Reablement	-	-	-	-
Personal Social Care - Maintained Equipment	1.000	0.300	0.700	-
Supporting People	4.778	-	-	4.778
Mental Health Commissioning	4.014	0.310	2.301	1.403
Children's Social Care	1.234	0.739	0.495	-
Residential Services, Fostering and Adoption	1.430	0.891	0.303	0.236
Safeguarding Inspection & Audit	0.044	0.044	-	-
<b>Total Social Care</b>	<b>66.390</b>	<b>19.455</b>	<b>21.779</b>	<b>25.156</b>
County Benefits	3.512	3.512	-	-
Adult Transport	-	-	-	-
Direct Support to Services We Provide to Adults	1.740	1.629	0.111	-
<b>Total Other Services We Provide To Adults</b>	<b>5.252</b>	<b>5.141</b>	<b>0.111</b>	<b>-</b>
Coroners Service	0.171	0.171	-	-
<b>Total Coroners Service</b>	<b>0.171</b>	<b>0.171</b>	<b>-</b>	<b>-</b>
Public Health & Wellbeing	23.183	8.882	7.904	6.398
<b>Total Public Health &amp; Wellbeing</b>	<b>23.183</b>	<b>8.882</b>	<b>7.904</b>	<b>6.398</b>
Inclusion & Disability Support Service	5.141	2.763	2.378	-
School Catering	0.084	0.028	0.028	0.028
Lancashire Safeguarding Children's Board	0.061	0.061	-	-
Mainstream Home to School Transport	-	-	-	-
Provision Planning	0.155	0.155	-	-
Pupil Access	0.079	0.079	-	-
School Improvement	0.932	-	0.392	0.540
Traded Services	1.611	0.827	0.387	0.397
School Liaison and Compliance	0.048	0.048	-	-
Youth Offending	0.090	0.090	-	-
Direct Support to Services We Provide to Children & Young People	1.644	1.564	0.080	-
<b>Total Other Services For Children &amp; Young People</b>	<b>9.845</b>	<b>5.615</b>	<b>3.265</b>	<b>0.965</b>
Highways	4.932	4.394	0.324	0.214
Sustainable Travel	0.463	0.051	0.412	-
<b>Total Highway Services</b>	<b>5.395</b>	<b>4.445</b>	<b>0.736</b>	<b>0.214</b>
Bus & Rail Travel	0.739	0.658	0.081	-
<b>Total Bus &amp; Rail Travel</b>	<b>0.739</b>	<b>0.658</b>	<b>0.081</b>	<b>-</b>
Waste Management	20.053	18.000	1.053	1.000
<b>Total Waste Management</b>	<b>20.053</b>	<b>18.000</b>	<b>1.053</b>	<b>1.000</b>
Asset Management (Highway)	0.106	0.064	-	0.042
Countryside, Public Rights of Way and Environment and Community Projects	(0.093)	0.000	(0.093)	-
Design & Construction	0.328	0.108	0.220	-
Planning	0.258	0.081	0.177	-
Central Lancashire Masterplan Delivery	0.080	0.080	-	-
Direct Support to Services We Provide to Environment	0.977	0.977	-	-

# Savings From the Service Offer Proposed

Appendix B

Service Offer	Total Savings	2015/16 Savings	2016/17 Savings	2017/18 Savings
	£m	£m	£m	£m
<b>Total Other Environment Services</b>	<b>1.656</b>	<b>1.310</b>	<b>0.304</b>	<b>0.042</b>
Libraries, Museums, Cultural & Registrars	5.263	0.920	2.529	1.814
<b>Total Cultural Services</b>	<b>5.263</b>	<b>0.920</b>	<b>2.529</b>	<b>1.814</b>
Adult Learning	-	-	-	-
European Social Fund Skills and Development	-	-	-	-
Economic Development	0.443	0.443	-	-
<b>Total Economic Development and Skills</b>	<b>0.443</b>	<b>0.443</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>	<b>146.208</b>	<b>68.420</b>	<b>39.468</b>	<b>38.321</b>



**ANNEX 1  
SERVICE OFFERS**

**8 JANUARY 2015**

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## Social Care Services

<b>Service Offer</b>	<b>Adult Disability Provider Services (ASHW - SEO – 0012)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£18.860m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£1.231m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£17.629m</b>
<b>What is the service offer?</b>	
<b>IN HOUSE PROVIDER Adult Disability Services (what will be provided in 2017/18)</b>	
<b>DOMICILIARY LEARNING DISABILITIES (Supported Living)</b>	
<ul style="list-style-type: none"> <li>Support will be provided to around <b>144 tenants</b> with complex needs in their own tenancies by around <b>300 FTE staff</b>, actual numbers are dependent on the level of savings agreed &amp; the number of tenants remaining in house.</li> </ul>	
<b>DAY</b>	
<ul style="list-style-type: none"> <li>Support to around 586 people with disabilities (LD 500 &amp; PD 86) in 12 day service buildings across the county</li> <li>Capacity is available within the current budget to continue taking referrals of people with complex needs until 2017/18 (i.e. approx. a further 50 referrals)</li> </ul>	
<b>SHORT BREAKS</b>	
<ul style="list-style-type: none"> <li>Overnight residential Respite Support to approx. 400 LD clients with complex needs in 6 purpose built buildings &amp; 2 refurbished domestic dwellings</li> </ul>	
<b>SOCIAL INCLUSION;</b>	
<b>Shared Lives</b>	
<ul style="list-style-type: none"> <li>currently 365 clients are placed with Shared Lives carers (all client groups – majority LD) 196 long term, 68 daytime support, 95 Respite, 4 In your home support, 2 Kinship supports</li> </ul>	
<b>Volunteers</b>	
<ul style="list-style-type: none"> <li>Currently 300 volunteers supporting over 370 individuals, this is reducing to 200 volunteers. The service will continue to support those in greatest need (meet eligibility for long-term care services) who receive little or no additional paid</li> </ul>	

support.

- The number of new referrals to the Volunteer Service will be reduced over time as people are signposted to other means of support.

### **Supported Employment Service**

- The customer base of 650 clients will be reduced & changed gradually through a review of the referral pathway, by changing the criteria for access to the service and by revising the length of the support offered to clients. The Workchoice contract will be maintained in full until the contract is due for review in October 2015 with the aim to secure a similar service provision.

### **How will the service offer be provided?**

**Domiciliary** – a mixture of in house and external providers or all external providers

**Day** – in house provider

**Short Break/Respite** – in house provider

**Shared Lives** – in house provider

**Volunteers** - mixture of in house and external providers

**Supported Employment** - mixture of in house and external providers

### **What will be different and why?**

#### **DOMICILIARY LD (Supported Living)**

The Transfer of 55% of tenancies to external providers - i.e. 175 tenants with less complex needs living in 58 tenancies, with a corresponding reduction of approximately 273 fte staff. This will leave around 45% of tenancies in house, i.e. 144 tenants with complex needs living in 53 tenancies with around 300 fte staff

The service will also explore the scope for reconfiguring some of the remaining 1 and 2 person tenancies to create efficiencies and determine whether any tenants are eligible for Continuing Healthcare (CHC) funding, particularly those who require waking watch staff to provide care & support for health related needs during the night

There are a number of risks and issues relating to the transfer of tenancies to the independent sector, which are currently being evaluated as part of the pilot running to transfer the support of 26 tenants in 6 tenancies. The outcome of this evaluation and any potential changes that may be required to the current strategy will be considered as part of the normal decision-making process.

### **How does the service offer link with any other service offer(s)?**

Commissioned Adult Social Care

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£0.397m</b>	<b>£0.085m</b>	<b>£0.085m</b>	<b>£0.567m</b>

<b>Service Offer</b>	<b>Adult Social Care (Areas identified as being in scope for delivery of additional savings) (ASHW - SEO – 0021)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>(£13.354m)</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>N/A</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>(£13.354m)</b>

**What is the service offer?**

The above budgets reflect the current gap in savings against target for the services current delivered within the Adult Services, Health and Wellbeing Directorate.

The directorate is currently in the process of gaining approval to appoint a specialist external organisation to undertake a detailed review of adult social care systems and processes to highlight inefficiencies and waste and to recommend remedial action which will help to inform budget proposals for the three years 2015/2018. The review will focus on the following areas:

**The end to end ASC pathway for the elderly population**

- Identifying opportunity to re-engineer the existing care pathway to ensure that demand is proactively managed through having the right services in the right place and that people entering into the system are able to receive the most appropriate service, which focuses on promoting their independence.

**The efficiency of the internal systems and processes**

- Identifying opportunity to enhance productivity through best use of resources, unblocking system and process barriers, reducing interfaces and matching staffing profile to activity throughout the system.

The review will, therefore:

- Identify areas of potential improvement.
- Detail the specific operational problems.

- Quantify the potential saving.
- Develop a project plan with full financial and performance targets.
- Highlight improvement opportunities in service user care and outcomes.

This approach is being adopted by a growing number of Local Authorities. Discussions have taken place, particularly with a large County Council which adopted this approach as part of a Government funded efficiency initiative early in 2013. This has proved to be highly beneficial in identifying new areas of potential savings.

Until the review is complete and validated it is unclear as to the potential for additional savings over and above those already currently agreed or proposed in the individual service offers but discussions with some other authorities suggests there may be some significant additional areas.

**How will the service offer be provided?**

N/A

**What will be different and why?**

N/A

**How does the service offer link with any other service offer(s)?**

N/A

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£1.897m</b>	<b>£2.250m</b>	<b>£9.207m</b>	<b>£13.354m</b>

<b>Service Offer</b>	<b>Care Navigation (ASHW - SEO – 0005)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£0.427m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£0m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£0.427m</b>

**What is the service offer?**

To provide advice and guidance to citizens of Lancashire on behalf of the County Council. To undertake the brokerage of agreements on behalf of citizens of Lancashire with providers of Domiciliary and Residential Care.

**How will the service offer be provided?**

The service is to be fully aligned with the Adult Social Care service.

Delegation of the sourcing/brokerage of domiciliary and residential care along with providing advice and guidance to the citizens of Lancashire to this dedicated and professional support team, ensures Social Care professionals can dedicate their time to the required social care activities which require a qualified professional to be involved.

**What will be different and why?**

This service will increase in size to undertake a broader range of tasks currently undertaken by personal social care. The management structure will link directly to the Adult Social Care Service, therefore disestablishing the Grade 10 manager post. Team management will be from within the Care Navigation service.

The service will be supplemented by additional Business Support Officers administering the provision of community equipment tasks for the Occupational Therapists and Review and Support Officers (RASOs). These two services (Ops Admin and Care Navigation) both utilise the same parts of the Liquid Logic Adult Social Care System and Oracle and currently have a reliance on each other, therefore joining the two together will make additional service improvements. This will offer the ability to share the relevant tasks and ensure further that work is undertaken by the most appropriate grade of staff. This will additionally offer a development path within the service as the Business Support Officers in Ops Admin are a Grade 4, whereas the Care Navigators are a Grade 5.

With the implementation of the Care Act there may be a further role where links into the Customer Access Service are also needed, where the initial advice and guidance is provided at the front door, but then subsequent details and actual sourcing/brokerage is undertaken by the care navigation service. Further work is required on this in line with the Care Act requirements to ensure clear understanding of required service provision. This is expected to be developed with the project team over the next 12 months (2015)

**How does the service offer link with any other service offer(s)?**

This service offer links with Adult Social Care and Ops Admin for Business Support as identified above.

Over the coming months some detailed work with Adults Social Care will take place to ensure the service is designed to encompass the changing needs of Social Care.

Further work is required on the role Customer Access may play in the future under



the Care Act 2014 requirements and offering advice and guidance to all.

**Outline annual transition plan for 2015/16 , 2016/17 and 2017/18**

Align the service directly reporting into Social Care in 2015/16. The cost of travelling expenses can be reduced although the service will continue to undertake some provider visits. The service is very technology based and has limited need for paper and printing, therefore the Multi-Functional Device (MFD) costs can also be reduced.

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£0.065m</b>	-	-	<b>£0.065m</b>

Service Offer	Care Services (Older People) (SEO 6005)
Gross budget 2017/18 (The amount we propose to spend)	£14.933m
Income 2017/18 (The amount we expect to receive)	(£8.022m)
Net budget 2017/18 (The cost to the County Council)	£6.912m

**What is the service offer?**

Residential homes for older people  
Day time support services for older people

N.B. The reablement service is not covered in this service offer

**How will the service offer be provided?**

The service will be provided by in house resources using existing residential homes for older people and day centres

**What will be different and why?**

We will review the number of care homes to establish the overall number of beds required. We will consider a range of issues including condition surveys and occupancy levels in determining whether our current level of provision is appropriate.

In residential homes where there are currently two waking officers working overnight and one officer sleeping in, the sleeping in arrangements will be changed so that no

officers sleep at the homes. Instead, officers would be on call to respond to issues.

This will release a number of bedrooms in the homes which can be occupied by residents. The marginal cost of accommodating 1 additional resident is extremely low as there is typically no additional staffing requirement.

We will consider options to convert a proportion of the existing space within day centres to residential provision.

We will review the number of day centres to establish the overall level of need and to determine whether our current level of provision is appropriate.

We will review our staffing needs and recruit additional workstart employees to provide to cover staff absences within residential home. This will avoid some use of agency staff and existing staff working additional hours.

**How does the service offer link with any other service offer(s)?**

Directly links with older people – in house.

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

2015/16 - Cessation of nursing beds. Increase in residential beds phase 1. Employ Workstart staff.

2016/17 – Increase in residential beds phase 2. Implementation of proposals arising from review of day centre provision. Change to sleeping in arrangements

2017/18 – Implementation of proposals arising from review of residential care homes

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£0.149m</b>	<b>£0.807m</b>	<b>£0.357m</b>	<b>£1.313m</b>

<b>Service Offer</b>	<b>Carers Services (ASHW - SEO – 0009)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£1.803m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£0m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£1.803m</b>

**What is the service offer?**

It is anticipated that carers services will deliver the following:

1. Emergency planning service (Peace of Mind for Carers) - The service will provide

up to 72 hours of replacement care in situations where the carer can no longer provide the care due to an unplanned/unforeseen circumstance. The service will develop a plan of emergency care with the carer and the cared for person and be ready to be activated 24/7, 365 days per year. It is anticipated that around 600 new emergency plans will be completed per month across the county.

2. Carers Assessments - The service will offer carers the opportunity to have a carers assessment where the carer requests a separate assessment to the person they care for. It is anticipated that around 600 carers assessments will be completed monthly.

3. Time for Me - The service will provide grants of around £350 to carers who are not eligible for a carers Direct payment. The grant can be spent on anything that will give the carer a break from their caring role. It is anticipated that around 700 carers will access a Time for Me Grant.

4. Specialist workers - The service will have a range of specialist workers including BME and Dementia workers.

5. Information, support, signposting and advice and forums - The service will offer a 8am-6pm telephone helpline, a 24/7 volunteer peer support line, range of social media and offer face to face visits. The service will provide a range of support groups developed in response to carer request/need. The carers service will facilitate local and Lancashire wide carers forums. It is estimated that by 2017/18 around 25,000 carers will be registered with carers services.

6. Sitting in Service- A volunteer manned sitting in service will be available to carers to enable them to have a break. The sitting in service will support at least 200 carers per month to have a break.

7. Former carer support- Former carers will be supported for up to two years after their caring role ends. This is in recognition of the fact that carers at the end of their caring role can face bereavement, financial difficulties, housing issues, lowered confidence, unemployment etc.

8. Trips, activities and courses - A range of courses, trips and activities will be offered to carers to enable them to have a break.

9. Carers Awareness Training - All organisations who come into contact with carers will have access to carers awareness training delivered by the carers service. The training will be tailored to the organisation's needs. At least 20 carers awareness sessions will be delivered per month.

10. Forums - There will be a range of local forums feeding into a Lancashire wide carers forum facilitated by the carers service.

#### Pukar

Pukar is a BME specific resource centre located in Central Preston. The service provides:

- A range of courses, including IT and ESOL

- Translation support
- Case work with BME families
- Drop in facility for carers and people with disabilities

### Short Break Beds

There will be three short break beds that carers are able to book in advance using their Direct Payment. The beds will be for the use of adults 18+ no matter what the level of need.

### **How will the service offer be provided?**

Contracts will be in place with carers service providers and are in the process of being retendered. New contracts will be in place from 1<sup>st</sup> of April 2015.

A contract is currently in place with Pukar until March 2016.

Carers will be able to book a short break bed in advance and use their Direct Payment (replacement of Short Break Vouchers)

### **What will be different and why?**

The Care Act sets out the new duties local authorities have in respect of carers. The Act recognises carers as having the same rights as those they Care for. Under the new Act, all carers will have a right to have a carers assessment irrespective of the level of care they are providing. This potentially will result in far greater numbers of carers requesting an assessment impacting on levels of funding that will be required to increase carers service capacity to meet new demand. It is unclear at this point if additional government funding will be made available to support this potential increase.

Carers assessments will be delivered by Carers Centres to support the requirement of the Care Act.

There is no intention to reduce the service or the offer to carers, however, we have identified a £300,000 underspend which can be offered up as a saving. This saving is in addition to the savings identified as part of the 10% challenge (£200,000)

There will be no change to the Pukar service.

Carers will be able to book a short break bed in advance. This is currently an issue for carers a most providers of residential care do not retain a permanent short break bed preferring to use any vacant beds they have for permanent placements as this is a guaranteed income. This means that carers are not able to book vacant beds in advance or run the risk of having the bed cancelled should a permanent placement become available.

### **How does the service offer link with any other service offer(s)?**

The service links closely with Personal Social Care teams particularly around carers assessments. It is anticipated that the Carers Centres service will over time increase the numbers of carers assessments they deliver and potentially commission support

directly.

There is a specialist county mental health service currently supporting carers.

The short break beds will link closely to the replacement of Short Break Vouchers and the introduction of Direct Payments for carers. This will also link to carers assessments.

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£0.300m</b>	-	-	<b>£0.300m</b>

<b>Service Offer</b>	<p><b>Adult Social Care (Staff):</b>  <b>Safeguarding Enquiry and Quality Improvement Team, Emergency Duty Team</b>  <b>Mental Health staffing, Mental Health management &amp; Early Intervention Team &amp; Secure Commissioning</b>  <b>ACS training</b>  <b>(ASHW - SEO – 0007)</b></p>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£30.654m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£6.420m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£24.234m</b>
<b>What is the service offer?</b>	
<p>Personal Social Care provides assistance to identify and meet the needs of adults at risk in our local communities. Our services are about putting people first – assessing for practical support, promoting independence, reducing risk and keeping people safe.</p>	
<b>How will the service offer be provided?</b>	
<b><u>Safeguarding Enquiry Service</u></b>	
<p><u>Multi Agency Safeguarding Hub</u> – part of the service to provide a front door into social care for all ages ranges. It will screen safeguarding enquiries referred from the Customer Service Centre, police and other partners to assist in the Councils</p>	

safeguarding response to vulnerable adults. It will collate information to assist with strategic planning for the council and early intervention/prevention developments.

Safeguarding Teams –The teams will plan and deliver person centred safeguarding enquiries and develop safeguarding plans to protect vulnerable adults and to lessen or eliminate any future risks. They will act within the legislative framework in terms of our obligations to adults at risk i.e. The Care Act and Mental Capacity Act.

The Safeguarding Enquiry Service will link with other council services and wider partners to develop the Councils safeguarding response to adults at risk.

Deprivation of Liberty Safeguards – a team of professional staff working to ensure that Deprivation of Liberty Safeguards are applied to protect the interests of adults at significant risk.

Quality Improvement Service – A proactive multi-disciplinary team including commissioning and contracts to improve the quality of care provision in the county thereby reducing the risks of poor care, negative outcomes and retrospective safeguarding work

### **Adult Social Care**

Screening and Initial Assessment Service - part of the social care response to provide a front door into social care for all adults. It will screen referrals for support, making decisions early and offering an immediate response in crisis situations. It will allocate cases for social care assessments, including aids and adaptations

Hospital Intake Service - part of the service to provide a front door into social care for all adults. Sited in Acute Trusts and working alongside health colleagues to provide timely and safe discharges from hospital.

Social Care Teams – the teams will offer support with assessment to identify social care needs and to calculate personal budgets. They will sign off support plans to ensure that social care needs are met and ensure that plans are reviewed periodically. They will provide ongoing social work support in complex situations Tasks will be assigned to others where appropriate.

Transitions – a service offer that is agreed when young people are planning their transition to adulthood that will transfer to Adult Social Care without the need for further assessment, thereby reducing process and also enabling families to plan for adulthood at a much earlier stage.

### **Mental Health Services**

#### Mental health staffing

Lancashire County Council (LCC) budget predominantly funds professional staff (Social Workers) and non-professional (Support, time and recovery workers) in the following mental health areas:

- Complex, Care and Treatment Teams

- Recovery teams

Areas for which we have budget, but are often funded from other parties (with limited scope for making savings) are:

- Early intervention teams / Crisis resolution
- Secure services

Mental Health services are currently delivered in partnership with Lancashire Care Foundation Trust.

### **What will be different and why?**

#### Person centred services

- Increased self-assessment, support planning and review, to promote personalisation
- Increased focus upon case ownership to reduce transfers to provide a person centred service

#### Workforce and workload management

- Finding resolutions as early as possible to avoid unnecessary activity and manage demand and workflow.
- A change to the skill mix within teams - working to a clear definition of professional input with redefined and expanded roles for non- professionally qualified staff to support professional practise and to make the most cost effective use of the workforce.
- Reducing bureaucracy through more professional autonomy supported by management through audit and workload management reducing reliance upon systems and processes.
- Sharpen processes in key areas i.e. best interest meetings, safeguarding meetings, deprivation of liberty safeguards.
- New computerised systems enabling more efficient recording.

#### Working in partnership

- Delegation to and reliance upon other services/organisations to complete social care tasks, with the local authority maintaining oversight and validating work done, to avoid duplication and unnecessary activity.
- Providers potentially offering peer to peer safeguarding enquiries
- Health taking a greater lead for completing safeguarding enquiries for Health Commissioned Services
- Longer term prevention tied in with quality improvement teams which are integrated with Health, Contracts, Commissioning with a view to reduce activity and raise standards
- Improved Contracts with Providers and joint auditing of services from health and social care with more robust standards.

### Mental Health

- The number of Mental Health staff will reduce
- We will renegotiate the cost of the management structure for Mental Health with Lancashire Care Foundation Trust.

### Other changes

- Efficiencies in training budget following staff reductions and renegotiation of the Workforce Development Grant payment.
- Integrate front door services wherever possible, in line with the Corporate Strategy, to reduce duplication, assure value for money and most importantly to protect and support adults at risk.
- DBS Rechecks - there is no legal requirement for annual rechecks of staff.

### **How does the service offer link with any other service offer(s)?**

- Potential areas for balancing savings (Newton review)
- Purchasing General
- Learning Disabilities
- Carers
- Social Care Procurement

### **Interdependencies**

The service offer is dependent upon:

- Effective early intervention and prevention services.
- Development of Integrated Neighbourhood Teams
- Increased decision making at the Customer Access Centre.
- Revised Re-ablement offer and development of transitional care services
- Change in support from other services, such as Care Navigation and Business Support.
- Co-operation and agreement from other organisations, particularly health, to work to "single assessment" principles, opening up access to transitional care services
- Availability and access to other options for self-support (peer support networks), support planning (community brokerage)
- Implementation of the new provider frameworks and agreement with providers to support individual service funds and provide support planning and review.
- Impact of Care Act requirements
- Continued co-operation of internal and external partners to implement new developments.



**Outline annual transition plan which sets out the savings profile for 2015/16 , 2016/17 and 2017/18**

The transitions plan has been previously presented (particularly in regard to non-mental health adult social care staff) and the equivalent of approximately 75 staff still need to leave the service in order to achieve the previously agreed level of cabinet savings.

The transitions plan is across both Adult Social Care and Safeguarding/Quality Improvement and dependent upon the links listed above.

2015/16- reduction in staff dependent upon

- Revised reablement Offer – the merging of reablement and mainstream Personal Social Care assessment activity will require training and development of all staff in Adult Social Care. Care finding will be enhanced to support care navigation and integrated neighbourhood team development
- Increased use of other support services – customer service centre, care navigation, finance and admin to undertake non-social work/managerial tasks freeing Personal Social Care staff time to focus on professional activity (this may require disinvestment in social care staff and reinvestment in support staff)
- Increasing use of technology on home visits by new IT equipment which will start to be available to staff at end of 2014. This will require training for staff on use of new equipment and a change in working practices to reduce travel time and re-keying of information gathered on home visits.

2016/17

- Improved demand/workload management leading to better through put of cases which is dependent upon increasing familiarity with the new IT system, a fully functioning Screening and Initial Assessment Service and robust caseload management
- Development of self-assessment, support planning and review. Self-assessment is dependent upon new technology and will be initially associated with the approach to self-funders with the implementation of aspects of the Care Act. In time this can also be used for new and existing customers to Personal Social Care but needs to be supported by resource within Personal Social Care to oversee and sign off. Other self-support options will also be developed.
- Increase in provider support planning and reviews will be included in expectation within the new provider framework which is due for implementation from summer 2015 but the impact will not be fully realised until service users are transferred to new providers or take up a direct payment.

2017/18

- Introduction of easier access to care in Integrated Neighbourhood Teams and increased reliance upon other professionals' assessment information. Due to the varying pace and models of Integrated Neighbourhood Teams in development, it will be necessary for social care to be clear about the staffing resource to be made available to the teams with continued management within PSC to ensure that any resulting savings can be achieved.
- Impact of early intervention and prevention services reducing demand which is dependent upon fully functioning Integrated Neighbourhood Teams and public health initiatives.
- More effective integration with more reliance upon information gathered by other professional to enable decisions on social care provision.
- Impact of quality improvement teams to reduce safeguarding enquiries from residential homes

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
<b>Total</b>	<b>£0.844m</b>	<b>£0.233m</b>	<b>£0.384m</b>	<b>£1.461m</b>

<b>Service Offer</b>	<b>Commissioned Adult Social Care Learning Disabilities (ASHW - SEO – 0004)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£293.954m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£94.535m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£199.419m</b>
<b>What is the service offer?</b>	
<p>A contribution towards practical support to people eligible for Social Care and their carers delivered in a number of ways including:</p> <ul style="list-style-type: none"> <li>• Person Centred Support, including direct payments, domiciliary care, supported living and Shared Lives.</li> <li>• Long and Short Term Residential care for older adults, people with learning disabilities and people with physical disabilities</li> <li>• Aids and adaptations including telecare.</li> <li>• Respite and short breaks for carers.</li> </ul>	
<b>How will the service offer be provided?</b>	
<ul style="list-style-type: none"> <li>• Information, advice and signposting</li> <li>• Crisis support</li> <li>• Rehabilitation, recovery and reablement</li> </ul>	

- Safeguarding of vulnerable adults
- Assessment, support planning and review and ongoing social work support to service users and their carers

### **What will be different and why?**

The new offer will represent a move towards a more equitable and consistent offer to citizens. This will take time and investment to realise.

The service offer can be summarised into 2 broad areas of activity;

- Time limited, targeted support, crisis, reablement, maximising opportunities for the use of telecare and supporting self-management.
- Long term support through personal budgets in conjunction with personal health budgets and Education, Health Care Plans for young adults

Taking into account the anticipated impact of the new integrated wellbeing service for adults at risk, reablement and telecare the offer for helping people to stay at home will reduce. The majority of people with eligible care needs mostly live at home, alone or with family carers, in residential care or in extra care housing. Shared Lives is becoming more widely available.

This will require all individuals to be reviewed, including those individuals currently receipt of Independent Living Fund (ILF) which is to transfer to Local Authorities from July 2015 and will not be ring-fenced, and consideration given to alternative ways of meeting their needs, including wider wellbeing services including assistive technology and equipment. The programme of review activity will incorporate the principles of self-directed support including access to advice and information regarding help and support available to Lancashire citizens through services such as leisure facilities, education services and local clubs.

The reviews will also ensure that citizens, where eligible, are able to access continuing healthcare (CHC) which is care arranged and funded solely by the Health service in England for a person aged 18 or over to meet physical or mental health needs that have arisen because of disability, accident or illness.

Implementation of the new service offer will lead to a reduction in the overall budget required to meet long-term care needs and enable the move towards a more consistent and fair approach across client groups. The overall budget available for community based support will therefore reduce overall by a different percentage across client groups to reflect the move to a more equitable offer.

On physical disabilities the reduction will be 20%, learning disabilities 15% and older people services 7%. By way of illustration, this would result in the following average gross weekly cost packages of community based support going forward:

Physical Disabilities – £212 per week as an average across the overall budget  
 Learning Disabilities – £388 per week as an average across the overall budget  
 Older People - £170 per week as an average across the overall budget

Work is also progressing to agree a new scheme for Older People Residential and

Nursing Home fees and development of the new Learning Disability framework. The outcome at this point is uncertain given the stage that both procurement processes are at, but it is anticipated that there is scope for efficiencies as a result of collaborative working between the successful providers and the County Council, with a combined focus on delivering services more efficiently and effectively.

There is also an organisational commitment to the expansion of extra care capacity across Lancashire with an expectation that a small number of schemes should become operational by 2017/18. It is estimated that this will deliver a net saving based on the reduced cost of supporting individuals within an extra care setting as compared to residential care.

**How does the service offer link with any other service offer(s)?**

- Adult Social Care staffing– the proposals are dependent on a significant temporary investment in staffing.
- Aids and Adaptations – Work outlined in the Aids and Adaptations Service offer will have a direct impact on the commissioned services spend, this work will support the reductions in offer as people are more independent with the correct equipment.
- **The Service offer outlining work in respect of reablement impacts on spend on commissioned services with fewer people requiring ongoing care as the service grows and can be delivered to more people, who will be supported to regain former skills or to develop new skills to enable them to continue to live at home with more modest support arrangements. An estimated saving of £4.2m is included in the below table.**

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

The transitions plan for reducing the third party budget.

2015/16- reduction in expenditure on packages of care

- Is dependent on review activity being completed to reduce individual packages of care. This would need to be managed as a full scale PSC project with managers and staff outside of mainstream PSC activity as will require realigning packages within a new Resource Allocation System. This will be time consuming and intensive work likely to result in complaints which will need to be managed.
- The project will to include the current Learning Disability Remodelling activity and resource in its remit.

Risks:

Reducing the offer to service users may result in speeding up deterioration in service users health and wellbeing leading to increased crisis situations, admissions to hospital and residential care, increased impact upon informal carers.

2016/17

- Developing a small team to focus in transferring packages of care to continuing health care as part of the review activity project. The success of this is dependent on the continued co-operation of health partners.

The above Service Offer does not take into account the impact of the Care Act as the detailed regulations are still awaited.

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£13.519m</b>	<b>£14.605m</b>	<b>£8.706m</b>	<b>£36.830m</b>

Service Offer	Reablement (ASHW - SEO – 0022)
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£3.862m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£0m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£3.862m</b>

**What is the service offer?**

In 2017/18 we will deliver reablement to 7,055 people compared to 2,926 in 2014 which will result in a projected net saving to the Council of £5.2m, £1M of the savings has already been built into the current financial strategy therefore a remaining £4.2M can be offered as an additional savings.

We will do this by:

1. Improving access to the service so that more people can benefit from the service
2. Reducing the unit cost of delivering the service

**How will the service offer be provided?**

Reablement aims to help people re-learn valuable life skills that may have been lost due to a period of illness or incapacity. People are supported and encouraged to gradually do more for themselves with the ultimate aim of maximising their independence. This minimises the need for long term social care support and reduces pressure on the Council's budget.

Anyone referred to the Council for social care, whether a new customer or an existing customer whose social care needs have increased, who has the potential to benefit from reablement, will be offered a period of up to six weeks reablement to help them increase their level of independence and reduce demand for ongoing social care support. Personal Social Care will assess the person and, as long as they have the potential to benefit from reablement, will agree with the person a reablement plan setting out the goals they will be supported to work towards. Through the domiciliary framework, a provider will be sought to work with the person over a period of up to six weeks to deliver the plan during which time the amount of support will reduce as the person's skills and confidence increase. At the end of the period of reablement PSC will review the person's progress against their reablement plan and determine whether they have any ongoing needs. These will be addressed in line with the Council's eligibility criteria.

**What will be different and why?**

The reablement assessment process will be much simpler and more accessible. The reablement assessment function that is currently located within Lancashire County Commercial Group (LCCG) will be integrated with the Personal Social Care (PSC) assessment function. Reablement will be our first offer to all new customers and to existing customers who have an increase in their level of need. This will mean that access to reablement is much easier and will enable more people to benefit from the service.

It is intended that reablement support in future will be provided through the domiciliary framework. This will reduce the unit cost of reablement support.

**How does the service offer link with any other service offer(s)?**

**The reablement service offer links to and supports both the commissioned adult social care and adult social care (staff) service offers.**

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

**The saving has been built into the Commissioned Adult Social Care Learning Disabilities offer at a savings value of £4.2million.**

- Assessment function transferred into PSC, guidance produced and published, staff fully trained, required system changes in place and fully operational.
- LCCG reablement support staff redeployed within the Council or taken VR.
- Commence transfer of reablement business to providers within domiciliary framework
- Commence growth in reablement delivery capacity amongst domiciliary framework providers towards target capacity for 7,055 people per year.

**2016/17**

- Complete transfer of reablement business into domiciliary framework
- Training for domiciliary framework providers around reablement delivery

- Growth in reablement delivery capacity amongst domiciliary providers to achieve target capacity for 7,055 people per year.

**2017/18**

- Operation of new service model, delivery of projected savings.

<b>Service Offer</b>	<b>Personal Social Care - Maintained Equipment ASHW - SEO - 0011</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£4.459m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£0m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£4.459m</b>

**What is the service offer?**

This is the minimum offer that will meet Lancashire County Council's (LCC) statutory requirements, the offer relates to adults only. Some councils have taken this approach others have continued to provide maintenance of equipment and made a charge to service users.

- An Occupational Therapist will assess the persons need for adaptation in line with the Disabled Facilities Grant (DFG) guidance
- If a recommendation is made that an item of equipment is needed as part of the DFG i.e. stair lift, through floor lift, wash and dry toilet, rise and fall bath, step lift the District council will be responsible for the supply and installation of the equipment
- The equipment will be provided with the manufacturer warranty usually 12 months/2 years
- Once an item of equipment is installed by the District Council customers will be informed that the equipment belongs to the customer and it is their responsibility to continue to have the equipment serviced once the warranty expires
- Customers will make their own arrangements to have equipment removed when it is no longer needed
- People who fail the test of resources for Disabled Facilities Grants will be signposted to self-funded options for equipment.

- People who need an urgent item of equipment to meet End of Life (fast track) needs will be allocated as urgent to District Councils or provided with rental equipment options from the loan store
- Adults whose needs can be met through the provision of a ceiling track hoist or Gantry Hoist will have the most cost effective equipment option funded by LCC, District councils will continue to fund the building works associated with installation of hoists. LCC will provide maintenance and removal of equipment
- A new single Community Equipment Service for the whole of Lancashire jointly commissioned by LCC and the Clinical Commissioning Groups (CCGs) to replace the services currently provided by three NHS Trusts at four separate sites. The aim is the new service will maximise economy of scale benefits in terms of the logistics costs; the procurement of equipment; improved recycling of items; and an opportunity to standardise the equipment offer.

#### **How will the service offer be provided?**

- The occupational therapy assessment will continue to be provided by LCC or commissioned health occupational therapists.
- LCC will contract for the supply, install, maintenance and removal of ceiling track hoists for Adults
- District councils will make their own arrangements for supply of equipment
- Service users will make their own arrangements for maintenance
- LCC will develop an exit strategy for the existing maintained equipment

#### **What will be different and why?**

In brief the existing arrangements are;-

Quotes are obtained from equipment providers as part of the supply, recycle, install and removal contracts that are held by LCC, items are provided with a 5 year warranty

- Once approved under DFG District Councils are recharged for the cost of the lift and installation including extended warranty
- Equipment is signed over from the individual to LCC making LCC legally liable for its maintenance
- LCC currently cover the cost of removal and recycling of the equipment
- LCC currently cover the cost of twice yearly servicing once the 5 year warranty expires
- LCC fund ceiling track hoists for all North and Central districts

#### **What will be different and why?**

The DFG guidance states that DFG funding cannot be used to fund extended warranties or maintenance of equipment. DFG funding would be used more effectively by not funding extended warranties therefore generating savings for district councils. LCC would not have any involvement in the supply, install, maintenance and removal of equipment (except ceiling track hoists). By ceasing the sign over of equipment to LCC, the Council would no longer be legally liable for maintaining the equipment therefor making savings for LCC.



The existing maintenance agreements for equipment which no longer have a manufacturer's warranty would need to be revoked and a legal position will be needed.

LCC will no longer fund fast track stair lifts for end of life care, the arrangements for this offer are currently inequitable as LCC only fund straight lifts. Many of the items ordered are cancelled or removed within a number of weeks.

If the existing maintenance agreements cannot be revoked then LCC will need to continue to maintain this equipment for a number of years.

From 1<sup>st</sup> April 2015 West Lancashire, South Ribble, Preston, Chorley district councils will be making their own arrangements for the supply of equipment outside of the contract with LCC, and will not be funding an extended warranty. From 1<sup>st</sup> April the supply and maintenance arrangements will be inequitable across the county and will place more pressure on LCC finances therefore the current arrangements cannot be maintained.

Items of equipment will not be removed or recycled when no longer needed, the savings that district councils make from access to recycling are part funded by LCC paying for the removal of equipment. There are a number of organisations that can offer a removal service to customers.

**How does the service offer link with any other service offer(s)?**

- The current contracts cover children and adults and equipment within schools, the CYP offer will need to be determined.
- A service offer will need to remain in place for Schools which is currently managed through the environment directorate
- PSC staff carry out 3,500 telephone reviews for people who have stair lifts only this is not a statutory requirement and this requirement will cease under this proposal.
- LCC Admin staff, finance staff and environment are involved in the current ordering, recharging and maintenance process

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

**2015/2016 –**

- Revised DFG guidance agreed.
- No additional equipment added to the current maintenance list.
- Agreed pathway for ceiling track hoists and
- Cease the supply of fast track equipment.
- Supply, installation and removal contracts renegotiated
- Maintenance contracts retendered 1+1.
- Early means test for DFG in place.
- Self-funded options publicised.
- Public consultation/communication plan.

**2016/2017 –**

- Maintenance agreements revoked.
- Replacement programme for obsolete equipment agreed.
- Contract for ceiling track hoists retendered.
- Supply and maintenance of ceiling track hoists to remain as LCC business.
- All other LCC involvement in the maintained equipment supply chain ceases.

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£0.300m</b>	<b>£0.700m</b>	<b>-</b>	<b>£1.000m</b>

<b>Service Offer</b>	<b>Supporting People (ASHW - SEO – 0019)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£8.393m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£0.800m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£7.593m</b>

**What is the service offer?****Original £4 million savings to be implemented by April 2015**

The following proposals have been recently agreed:

- to reduce funding of floating support services by around £1.6 million
- to reduce mental health hourly rates
- to decommission family intervention projects
- to reduce supported lodgings funding by £100k

A further proposal is due to be considered by the Cabinet Member on 8<sup>th</sup> December 2014 to reduce funding for sheltered housing by £2.5million

The impact of the above savings on budgets are as follows:

- **Older people's sheltered housing and community alarm services** - 12,000 older people receive financial assistance. The remaining budget after savings are applied in April 2015 will be £2.5 million
- **Supported accommodation for people with mental health issues** – The remaining budget after initial savings have been applied will be approximately £1,098,373
- **Supported lodgings** – The remaining budget after savings are applied in April will be £362k
- **Floating support services** – The remaining budget after savings are applied in April 2015 will be between £1.3

- **Short term supported accommodation services** - The current funding for short term supported accommodation £6.058m. Whilst services have been given a primary client group designation, most people will have multiple needs.

However, £600k savings have still to be identified and implemented by July 2015 from the short term accommodation based service and/or mental health services. We are seeking to identify opportunities to secure greater value for money and to reconfigure services in such a way that there is less reliance on Supporting People finance.

### **Proposed Future Savings**

The proposed additional budget reduction of £4.8 million (which includes the previous £1.8M proposed reduction published on the 6<sup>th</sup> Nov) will reduce the quantity of services and the level of support able to be offered by services.

Given that district councils have strategic housing and homelessness responsibilities, it is important that discussions take place with the districts prior to any more detailed proposals being developed regarding short term services (supported accommodation and floating support)

### **How will the service offer be provided?**

Services are in the process of being tendered with the exception of sheltered housing which will be directly awarded. Sheltered housing providers will be offered a two year contract. Short term accommodation providers and floating support providers who win tenders will be offered contracts for 2 years, with an option to extend contracts for up to a further two years at the discretion of the County Council. However any organisations submitting tenders will be advised that given the level of savings to be secured by April 2017 some services may be de-commissioned as at 31<sup>st</sup> March 2017

### **What will be different and why?**

We are proposing to cease funding for sheltered housing with effect from 31<sup>st</sup> March 2017. This would generate £2.5 million savings. Delaying the implementation until 2017/18 would give providers around 2 years to put plans in place to reconfigure services. The Supporting People budget funds the support costs for people who are eligible for financial assistance, whilst housing benefits funds the housing element. This proposal only relates to the support element.

It is likely that the impact of the reduction will be a combination of the following:

- a greater focus on housing management
- removal or reduction of support
- charging of tenants

Consultation will be undertaken with district councils, support providers and service users in order to fully understand the impact of the proposal to remove Supporting People funding from sheltered housing. The findings from the consultation will be shared with the Cabinet Member prior to any final decision being made.

The remaining £2.3 million savings will be identified from funding for short term

supported accommodation services, floating support services and supported living services for people with mental health issues.

We will be seeking to identify the most suitable approach to delivering the savings over the next 12 -18 months. This will include determining, through consultation, the most appropriate service models to commission within the context of reduced funding.

The impact of the following will be considered as part of the process:

- the integrated wellbeing service,
- the development of community asset based approaches and
- local housing markets

**How does the service offer link with any other service offer(s)?**

Overall consideration needs to be given to Supporting People in the context of Public Health and our overall approach to health and wellbeing.

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

	2015/16	2016/17	2017/18	Total
<b>Total</b>	-	-	£4.778m	£4.778m

Service Offer	Mental Health Commissioning (ASHW - SEO – 0017)
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	£26.991m
<b>Income 2017/18 (The amount we expect to receive)</b>	(£8.154m)
<b>Net budget 2017/18 (The cost to the County Council)</b>	£18.837m

**What is the service offer?**

An integrated service provision for adults with mental health problems in Lancashire that is based around rehabilitation and recovery rather than maintenance and creating dependence. It will be made up of distinct elements that work together. The offer will be based upon the principles and proposed actions contained within the Recommissioning Mental Health Services project, initiated in 2013, of less reliance on residential and nursing home care, greater access to community alternatives either in people's own homes or in supported living settings and improved journey throughout the "system". In addition it will use the review of rehabilitation services carried out recently on behalf of the Clinical Commissioning Groups (CCGs) and three Local Authorities to develop a systematic approach across both health and social care commissioning resulting in effective rehabilitation services.

The offer will promote fewer long term residential and nursing care placements, greater access to home care, a rehabilitation system that prevents unnecessary long stays in residential care, greater access to supported living settings when living independently is not an option, and home care that is fit for purpose.

The offer will make better use of universal services such as the Integrated Wellbeing Service for Vulnerable Adults.

The offer will also see a shift from the current models of commissioning support, increased access to Self-Directed Support and personal budgets. This shift will be made through a process of review of all service users and where possible through the reconfiguration and reengineering of the service.

### **How will the service offer be provided?**

It is recognised by Health and Social Care Organisations that there is a need to redesign the whole system of mental health provision in Lancashire, many existing services are outdated, fragmented and do not offer either positive outcomes or value for money.

The offer will be:

**Rehabilitation**: A model of rehabilitation developed, with the CCGs that is the first intervention and a thread through all support. People will be actively supported and case managed to ensure they continue to receive the appropriate support to meet their needs.

**Residential/Nursing Home**: A specialist residential/nursing care market working within an agreed framework. A new fee structure will be developed.

**Home Care**: A specialist home care market working within an agreed framework which will work to clear quality standards and expectations.

**Supported Accommodation**: Increased capacity that enables people to step down from residential settings. Support will be delivered through the Self Directed Support process and supported where appropriate by statutory mental health services, e.g. Home Treatment, Crisis resolution teams, community rehabilitation teams, community restart and universal services.

### **Lancashire Care Foundation Trust (LCFT) Services funded by Lancashire County Council (LCC)**

These services are currently block contracted with LCFT and contain elements of rehabilitation, supported living services and community supports. There will be a shift to providing services through Self Directed Support and Personal budgets.

All elements need to work together to ensure that the offer can be made within the

financial envelope even though the greatest shift in reducing cost will be around residential/ nursing care. This is especially true of the new rehabilitation model which will be the main driver behind all direction of activity and associated spend.

### **What will be different and why?**

There will be an overall reduction in the number of residential and nursing home placements for people with mental health needs to reduce cost and the high dependency upon residential care in Lancashire compared with other authorities. Lancashire County Council currently spends 44.3% of its Mental Health budget on residential/nursing placements compared with 35% average in comparator local authorities.

Existing residential and nursing care home placement levels will be reduced year on year through a targeted programme of review. Placements currently run at approximately 400 and will reduce to 300 (full year equivalents) by 2017/18 through a programme of providing alternative, more appropriate supports. A review programme will reduce length of stays in residential and nursing home care.

Fees for residential and nursing home placements, for Mental Health, will be set within a new contract framework. The current average weekly cost of a Residential or Nursing care home placement for mental health is £786. The new fee structure would remove the current significant cost variations and ensure that cost is proportionate to and reflective of need.

Better proactive management of the market in residential and nursing home care will ensure that capacity and quality is maintained.

A new model for rehabilitation is being developed across the NHS and social care which will be tested during 2015/16. This will be the foundation for ensuring that individuals will receive the most appropriate service in the right setting. This service will enable more efficient and effective use of resources.

There will be joint funding arrangements with Clinical Commissioning Groups (CCGs), which will be set within strong governance frameworks to ensure consistency in decision making and sharing of risk.

Home care services will be fit for purpose having suitably trained staff, with the right level of knowledge of mental health issues, who can work within the overall approach to promoting independence.

Home care fees will be reviewed and rationalised under a framework, the process for this will mirror the process used to develop a framework for home care for older people.

Existing services with LCFT will be redesigned to support the new model of service.

The new service is predicting a reduction in the estimated level of future demand by

35% going forward, for long term services.

Current engagement with providers has shown that there is an understanding of the need for, and a willingness to engage with, the transformation of the system, including putting placement numbers and fee levels under scrutiny.

**How does the service offer link with any other service offer(s)?**

The offer links with the Personal Social Care Staff offer, as delivery will depend on sufficient review capacity being available.

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

Any costs relate to current budget and spend levels and will be applied within any budget variations to 2017/18

**2015/16**

- The impact of any home care fee change will be taken into account
- A targeted review programme to reduce residential and nursing home care placements (full year equivalent) from 400 to 350
- Develop and introduce residential and nursing framework including fee banding by 31/03/2016. This will include extensive engagement with providers and be part of the joint work with CCGs to develop service specifications.
- Run the pilot rehabilitation pathway and assess effectiveness of approach, subject to agreement of all partners.
- The potential cost of alternatives to residential care (e.g. home care) is taken into account
- Develop and introduce home care framework by 31/03/2016. This will include extensive engagement with providers and be part of the joint work with CCGs to develop service specifications. Any potential increase in spend on home care to be offset against efficiencies to be gained through the rehabilitation pathway and use of SDS in supported living settings.
- For services contracted to LCFT, the contract will be renegotiated to reflect the new model.

**2016/17**

- Start year at 350 Residential/ Nursing placements
- Apply fee banding as introduced 01/04/2016
- A targeted review programme to reduce residential and nursing home care placements from 350 to 300
- End year at 300 Residential/ Nursing placements
- Reduction in income will be taken into account
- Cost of alternative home care /direct payment will be taken into account
- Rationalising fees results in a net budgetary saving of £466k

**2017/18 – no further action – however profiling of above savings will affect 17/18**

- Work done in the latter part of 16/17 will reduce the costs of the service in 2017/18
- Effective demand management estimated at £1.292m (over all 3years 2015/16 to 2017/18)

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£0.310m</b>	<b>£2.301m</b>	<b>£1.403m</b>	<b>£4.014m</b>

<b>Service Offer:</b>	<b>Children's Social Care (CYP-SEO-4080)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£64.168m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£1.075m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£63.093m</b>

**What is the service offer?**

The service currently deals with a large volume of activities as indicated below:

Based on current levels the service deals with

- 622 statutory assessments.
- 276 section 47 enquiries.
- 2816 hours of contact for looked after children with significant others.

The service also provides services for

- 1651 children looked after (including 257 subject to care proceedings/227 children subject to awaiting adoption plans.)
- 1085 children subject to child protection plans. (Including 251 subject to pre-proceedings).
- 2100 children subject to child in need plans (section 17).
- 433 former relevant care leavers.
- 232 eligible care leavers.
- 37 children in private fostering arrangements.

The service currently includes the following contract budgets which may be subject to transfer:

- £4.556m (gross and net) for legal services (counsel and agent solicitors, court application fees, internal Legal Service provision);
- £0.491m for the transport of looked after children



**How will the service offer be provided?**

The service offer will be delivered by teams of qualified social workers and family support workers, managing statutory casework, supported by a management structure incorporating Practice, Team and Senior Managers, under the authority of a Head of Service. Business support services are integrated into existing social care teams.

**What will be different and why?**

All the functions are statutory – none of the functions can cease, but how we deliver those function is under review.

- Delivery of service will change from a seven-locality footprint to three with a reduction of 4 Senior Managers and a reduction of 10 Team Managers across county. This will allow front line service delivery to be largely maintained. There will be additional roles and functions added to the remaining senior/team and practice manager posts as a result of the grade 11+ management reductions.
- A review of business support needs linked to the grade11+ structure which is currently taking place may realise some saving options, but this work needs to take place in conjunction with the grade 10 and below redesign. It needs to consider roles and responsibilities of all workers in the service, centralisation of some tasks and reducing the admin process for qualified social workers.
- Consideration will be given to prioritising the Children in Need budget for children subject to child protection unless in exceptional circumstances and approved by a senior manager. (Example not supporting parents with finance for contact sessions for first 6 weeks as they are still in receipt of benefits, utilising free 2 year nursery placements, food banks)
- A review needs to take place of the total budget available to children, young people and families to ensure there is no duplication across the children in need spectrum (including nursery placements, out of school respite, lead professional financial support).

**How does the service offer link with any other service offer(s)?**

We are currently planning for the provision of Section 17 children in need services, to move to the Public Health, Prevention & Early Help arena.

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

By April 2015:

- Changes to the management structure will be implemented from April 2015

and savings realised as early as possible;

- Prioritising the Children in Need budget for children subject to child protection unless in exceptional circumstances;
- The review of spend across the entire children in need spectrum to remove duplication

**2015/2016:**

- Transition of Section 17 Child in Need case work and the associated resources to Prevention and early Help service;
- A review of the grade 10 and below structure needs to link to the redesign of delivery of the remaining offer in Children's Social Care

**2016/17:**

- Over the period 2016/17 as the Early Help offer embeds and skills and knowledge increase, there could be a downward trajectory of cases managed by children in need section 17 case support to a less costly option utilising Common Assessment Framework/lead professional approach.

**Current data identifies a recent downward trajectory of Children subject to child protection plans and children looked after**

The rapid rise in CLA numbers over recent years appears to have slowed over the last 10 months, and CLA numbers have plateaued. However it is too early to assume with any degree of certainty that this is a permanent abatement in the rise of CLA. That said a falling birth rate and population reductions would predict a smaller Children Looked After intake over the next five years.

The risk however is that it is that previous pattern of rapid rises could return, particularly as economic factors point to a continuing pressure on standard of living over the next three years (rising interest rates leading to price rises, and low wage increases leading to increased financial pressures for families in need).

There are related risks linked to a significant increase in Child in Need casework (s17) over the past 12 months which directly links to fewer Children Looked After and Children In Need. The transition proposal is that those risks should be managed by a defined early help offer that manages risk at level 3 of the continuum of need

Redesign options for grade 10 down structure cannot be fully identified at this stage and much is dependent upon the success of the early help offer, demand for statutory services and managing the backlog and demand of children awaiting adoption case work.

Should there be a continued downward trajectory of CLA and Child Protection there could be savings identified linked to qualified social worker, practice manager and team manager posts. Any potential savings from posts of grade 10 and below would not be achievable before 2016/17 and as unquantifiable at this time have not been factored into the table below.

This service offer is based on the current grade 10 down structure.

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£0.739m</b>	<b>£0.495m</b>	-	<b>£1.234m</b>

<b>Service Offer</b>	<b>Residential Services, Fostering and Adoption (CYP-SEO-4015)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£21.800m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£1.072m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£20.728m</b>

**What is the service offer?**

To deliver residential provision for children looked after, including those young people with complex needs, for whom long term residential care is appropriate.

The residential provision will include an assessment unit, mainstream units and a complex needs unit.

For the assessment unit and fostering service to maximise the use of approved placements for young people who would otherwise have been placed in residential homes.

To recruit, assess and train connected and mainstream foster carers and adopters within current legislation to provide care and permanence where appropriate, to children and young people who are unable to live with their birth families.

To implement a placement strategy that maximises the use of current and new foster care resource.

To provide post permanence support from the fostering and adoption services to prevent adoption and fostering breakdowns.

Improve the emotional health and well-being of Lancashire's children who are looked after/ adopted and whom Lancashire has a responsibility

Increase the understanding about emotional health and well-being issues for children and young people who are looked after/ adopted amongst all those working within the

professional and carer network

To maintain a professional training programme for foster carers, adopters and staff to ensure the services are equipped to deliver quality care to children and young people.

To deliver overnight short break provision for children with disabilities, along with other packages of support.

### **How will the service offer be provided?**

An outreach service will support the assessment unit to work with families, foster carers and young people to achieve foster care placements, whilst also working with young people and families on the edge of care to remain at home.

The fostering service will work alongside the residential assessment unit to identify and offer foster care placements to those children who need longer term care who would otherwise be placed in residential units.

The fostering and adoption services will be provided through the amalgamation of recruitment and assessment and support functions. This will allow more flexible use of resources across the services to respond to the needs of children, foster carers and adopters. The criteria for accepting applications will be more flexible.

The fostering service will make additional use of tier 3 foster carers in supporting new carers, service developments, specific projects and post adoption support.

Delivering emotional health and wellbeing training to residential practitioners from all ten Lancashire County Council residential homes.

The provision of emotional health and wellbeing interventions with children, young people and carers supported by an appropriate therapeutic intervention which is responsive to the level of identified need.

Work has started on the development of a purpose built overnight 6 bed short break unit in the Central/South area as part of a transformation programme of residential respite for children with disabilities. The residential respite provision is part of a suite of options which has developed to meet changing needs and legislation (SEND reforms).

### **What will be different and why?**

The mainstream residential service will maintain the same level of in-house provision but will be re-profiled for higher levels of need where placements are increasingly difficult to procure in the private sector.

The foster carer 'age preference' request will be removed in order to promote a culture where foster carers feel equipped to take children of all ages based on their skill set. This will result in greater placement choice for children and young people and less need for agency placements.

The skill enhancement paid to foster carers supporting more than one child will change. A reduced enhancement will be offered.

Support will be targeted to new carers to reduce the number of resignations within the early years of their fostering career.

The fostering service in working alongside the residential assessment unit will seek to place in house those young people who otherwise would have been placed in long term residential care. This will equate to approximately 20% of the children referred for assessment. Consideration will be given to reviewing the pattern of foster care allowances to better reflect the needs of the child being placed.

Residential respite provision modernised in line with the high quality specification developed with families and young people to better meet the needs of children with disabilities. This is complemented by a range of other service developments available as alternatives to families including remodelled outdoor education facilities; the shared lives scheme already successfully implemented with adults with learning difficulties and personal budgets; all providing choice and more flexible options responsive to the changing needs and demands of families; ; Early discussions with neighbouring Local Authorities would indicate that they are remodelling their offer to reflect the changed pattern of demand and that their families are also unlikely to wish to purchase overnight break respite places from Lancashire. As a result of these other support packages and the on-going decrease in demand for overnight break respite the Authority will continue to keep its strategy for residential respite care under review.

**How does the service offer link with any other service offer(s)?**

The fostering and adoption service offer supports the Children's Social Care service offer in reducing the number of children placed within agency placements.

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

The assessment unit in the mainstream residential service will be piloted and evaluated by the end of March 2015. The service offer from April 2015 assumes that the pilot is successful in returning young people home or placing young people with our in house foster carers. Savings of £0.346m have been identified into Children's Social Care but if the pilot does not deliver its intended outcomes, the residential service is likely to revert back to 9 mainstream units and one complex needs unit.

**By 1st April 2015:**

The provision of the 6-bed assessment unit, 8 mainstream units and one 4-bed complex needs unit will be in place, this will include structures for a predictive model of future demand.

The criteria for application to increase additional fostering and adoption applicants will be introduced.

The criteria for tier 3 foster carers to ensure those paid at this tier are providing additional support to the service will be implemented.

Newly approved foster carers will receive greater support from tier 3 carers to prevent

early resignation.

The 'age preference' request for new carers will be removed to promote a culture of willingness to care for children of a variety of ages.

Grimshaw Lane and Long Copse short break units in Central Lancashire will merge in October 2014, and South Avenue and Alexander House in the North of the county will merge in 2014/15.

**During 2015/16:**

Foster placements for approximately 6 (20%) of the young people entering the residential assessment unit, and thereafter on an annual basis, will be provided.

Post adoption support will be fully integrated with support to foster carers.

The focus will continue to increase the number of children placed within in house foster care placement year on year.

Reedley Cottages and Hargreaves House short break units in the East will merge and the new six bed unit in Leyland will become operational.

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£0.891m</b>	<b>£0.303m</b>	<b>£0.236</b>	<b>£1.430m</b>

Service Offer	Safeguarding Inspection & Audit (CYP-SEO-4025)
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£3.456m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£0.116m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£3.340m</b>

**What is the service offer?**

- Undertake a range of quality assurance activities including inspections of services, case file audits; thematic audits to ensure statutory responsibilities are being met and lead on preparation for inspections;
- Undertake statutory functions in respect of independent reviews of CLA/care planning, foster carer reviews and child protection conferences in accordance with legislation and statutory Government guidance;
- Undertake the chairing of complex child protection meetings, including Fabricated Induced Illness (FII), Child Sexual Exploitation, Missing Children etc., in accordance with legislation and statutory Government guidance
- Undertake statutory responsibilities for the management of allegations against

- adults/professionals working with children;
- Undertake statutory responsibilities to ensure the safety of children in the employment and entertainment industries;
  - Provide safeguarding training and advice to all Designated Senior Persons (DSP) in schools;
  - Provide an integrated social care front door/triage service which undertakes multi-agency assessments and decision making in respect to referrals and contacts to Children's Social Care or referral to prevention and early help in accordance with legislation and statutory Government guidance;
  - Provide an out of hours Children's Social Care service via an Emergency Duty Team
  - Provide an independent social work voice within the LA via the Principal Social Worker to inform senior management on social work practice/pressures;
  - Provide strategic advice, support and guidance that enables services to improve how we engage with children, young people and families to ensure we embed effective participation models to be delivered through the Strategy Lead for Participation for CYP
  - Manage the Lancashire Safeguarding Children Board (LSCB) Manager who will provide management of the LSCB/LASB support functions in accordance with statutory Government guidance.
  - Third Party commissions

The centralised front door service includes integration of the Emergency Duty and Intake teams in Adult Services. The funding for these teams is currently excluded from the figures above, but is to be included in the Personal Social Care (Staff) service offer.

#### **How will the service offer be provided?**

The Safeguarding Inspection and Audit functions will be managed via a centralised management team with geographically located delivery which covers the whole of Lancashire e.g. Independent Reviewing Officer Service is managed centrally but delivers in each District and wider if CLA placed out of County.

The Contact Assessment and Referral Team/Multi-Agency Safeguarding Hub is based in Accrington, but again provides a service across Lancashire as does the Emergency Duty Team.

The delivery of safeguarding training and advice to DSPs in schools is to all schools across Lancashire.

The Local Authority Designated Officer (LADO) who deals with management of allegations against professionals who work with children is again based centrally, but some of the time is linked into the MASH.

This similar approach is adopted to all services provided from within the Safeguarding Inspection and Audit Service.

**What will be different and why?**

Due to the statutory nature of the Service changes are limited to ensuring that costs are recovered in full with respect to:

- Designated Senior Persons training courses;
- Advice calls to schools;
- Licences for chaperones;

A review of the delivery of child employment and entertainment activity will be carried out.

Within this area are some professional advice and support to schools relating to safeguarding. Preliminary discussions with the Chair of Schools Forum have been undertaken, around this and other "insurance" type services with a view to move them to a traded basis over a period of time.

In addition, it is proposed to consolidate the third party commissions for advocacy and engagement.

**How does the service offer link with any other service offer(s)?**

Not applicable.

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

The following management posts will transfer into the service by 1<sup>st</sup> April 2015:

- Principal Social Worker
- County Manager MASH/CART/EDT
- EDT Manager
- Strategy Lead for Participation (Young People)

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
<b>Total</b>	<b>£0.044m</b>	-	-	<b>£0.044m</b>

**Other Services we provide to Adults**



<b>Service Offer</b>	<b>County Benefits (SEO 5706)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£ 2.189m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£0.000m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£2.189m</b>
<b>What is the service offer?</b>	
<p>The service will provide:</p> <p>County Benefits Service: Financial assessments for social care services, Residential/Nursing Care, Non-Residential Care Service (Care at Home) and Direct Payment, Payment Reviews for Direct Payments, Payment Administration for Direct Payments, Invoices and collection of Income from Social Care Charging.</p>	
<b>How will the service offer be provided?</b>	
<p><b>Income, Assessment and Direct Payment Team:</b> Working as part of a County wide front line team completing financial assessment and direct payment financial advice and reviews to social care adult and children service users in their own homes - in accordance with the obligations imposed under statutory and local guidance and the Authority's Charging Policy.</p> <p><b>Business Support Team</b> delivering a full range of business support activities to support the delivery of financial assessments and direct payment review service.</p> <p><b>Direct Payment administration team</b> provides a payment and monitoring services for the provision of direct payments.</p> <p><b>Income Management Team</b> raises invoices and monitors the collection of social care income.</p>	
<b>What will be different and why?</b>	
<p>The Care and Urgent Needs Support Scheme is the County Council's response to the transfer of responsibility, on 1 April 2013, from the Department for Work and Pensions (DWP) for functions previously performed by the Discretionary Social Fund. The scheme has been funded by a specific grant provided by the DWP of c. £3.5m per annum including the costs of running the scheme. The Local Government Finance settlement for 2015/16 does not include the continuation of this funding.</p> <p>This service offer does not maintain budgetary provision for the Care and Urgent Needs Support Scheme following the end of the specific government grant.</p>	
<b>How does the service offer link with any other service offer(s)?</b>	
<p>The County Benefits Services already links to other services, eg welfare rights links</p>	

with libraries, assessment team links with finance and social care, and this will continue to develop.

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£3.512</b>	-	-	<b>£3.512m</b>

<b>Service Offer</b>	<b>Adult Transport (ASHW - SEO – 0020)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£3.990m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£2.587m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£1.403m</b>

**What is the service offer?**

Specialist transport will be provided to enable customers to access a range of community activities / respite where the customer and / or family / carer(s) are unable to provide the transport needed.

**How will the service offer be provided?**

- Transport to Older People Day Time supports will be included within the current tariff payments, through the procurement of a new framework agreement for Day time Supports.
- Any Citizen 18 or over will need to meet eligibility criteria, for any specialist transport request to a local college
- Specialist transport to a college, if eligibility criteria apply, will be capped to the cost of transporting within a 25 mile radius.

**What will be different and why?**

- Older people day time supports will be commissioned from Third Sector and not for profit organisations, through a new framework and transport costs will be included within the existing tariff paid.
- Specialist Transport to college, for those over 18, will only be commissioned for those meeting eligibility criteria.

**How does the service offer link with any other service offer(s)?**

Will need to ultimately form part of the Public and Integrated Transport service offer.  
Links to the Care Services offer

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

The service is currently overspending and options are being developed to reduce the impact of this which could involve looking at a potential charge being introduced.

**Coroners Service**

<b>Service Offer</b>	<b>Coroners Service (ASHW-SEO-0018)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£2.179m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£0m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£2.179m</b>

**What is the service offer?**

Lancashire County Council (LCC) has a legal responsibility to provide a Coroners Service and all necessary support for the Coroner so that he is able to carry out his statutory functions. The Coroner is an independent officer of the judiciary but is recruited and remunerated by LCC. There are four coronial jurisdictions across pan Lancashire and LCC have legal lead for two jurisdictions whilst 50% and 40% funding the other two jurisdictions with SLA's in place with Blackburn with Darwen and Blackpool.

The Coroners Service is underpinned by legislation and case law.

**How will the service offer be provided?**

The Coroners require IT, staffing support both in terms of administration (LCC staff) and investigation (Coroners Officers – Police Constabulary staff but 50% funded by LCC), court accommodation, office accommodation and specific services – pathology, mortuary and pathology services, toxicology services, body removal services.

The service is a front facing service and if an inquest has to be held this has to be in a public court.

The largest portion of spend is with Hospital Trusts and Hospital and Home Office pathologists. This cost is demand led.

We have previously looked at jurisdiction amalgamation but this would need the

agreement of several parties and a merger order (legislation). Consensus for an amalgamation that had the potential to accrue savings could not be reached.

**What will be different and why?**

The Coroners Service has become more high profile and complex in recent years and it is predicted that this trend will not change. Coroners Inquests have become more complex as medical negligence cases have risen and case law around the Human Rights Act developed. There isn't an alternative delivery model and the service offer will not be able to be changed e.g. the law determines if an inquest needs to be held, LCC have little control over whether a post mortem is needed as part of a Coroners investigation, unless LCC built its own mortuary it will have to commission local Hospital Trusts to provide mortuary and pathology services.

If the Medical Examiner model is implemented by government this will impact on the Coroners Service but at this stage from the information provided by government and the pilot it is not envisaged that it would have an impact so as to reduce expenditure.

**How does the service offer link with any other service offer(s)?**

The Coroners Service links with Registration Services (the death function), the Medical Examiner model if this is implemented, MASH and Public Health.

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£0.171m</b>	-	-	<b>£0.171m</b>

**Public Health and wellbeing**

<b>Service Offer</b>	<b>Public Health and Wellbeing</b>
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<b>Gross Budget 2017/18 (The amount we propose to spend)</b>	<b>£90.347m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£75.610m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£14.737m</b>

### **What is the service offer**

The Public health and wellbeing service aims to protect and improve the wellbeing and health of Lancashire residents with a focus on addressing the causes of inequalities.

It is a new offer that brings together the public health service that transferred from the NHS in 2013 with the existing health and wellbeing functions of the County Council.

The service comprises of:

- Wellbeing, prevention and early help
- Equity, welfare and partnerships
- Patient safety and quality improvement
- Emergency planning and resilience
- Scientific services and trading standards

A brief description of each component of the new public health and wellbeing service is provided below:

#### **Wellbeing, prevention and early help**

With a focus on improving outcomes related to safeguarding the vulnerable, health, supporting family life, enabling learning, preparing for work and reducing crime, this service will comprise of a targeted early help offer to support vulnerable children, young people, families and older people so that issues are identified early and crises avoided. The targeted early help offer will support the management of demand for more expensive social care services. This will be built on a universal preventative and wellbeing offer to keep people stay healthy and well. This will include building local community assets and lifestyle and clinical services like NHS Health checks, stop smoking, sexual health, substance misuse, physical activity, weight management, mental wellbeing, school health and health visiting services. If the Council is included in the next phase of the national Troubled Families programme, delivery will form part of the targets for this service.

The proposals differ from those tabled at Cabinet on 6 November 2014. Our new proposals include a significant additional saving of £8.5m, phased over the three years of the strategy.

Covering a number of areas, it includes:

- Provision of School Crossing Patrols fully funded by schools through service level agreements directly with schools. We will consult with schools on the development of this aspect of the service offer.

- Removal of duplication in the offer between 0-5 Health visiting service and children centres
- Adopting a more targeted approach to the provision of Help Direct prevention and wellbeing grants aimed at reducing demand.
- Eliminating duplication in our emotional health and wellbeing offer to Children and Young People.
- Reviewing governance and management of Children centres, streamline buildings and income generation.
- Eliminating the duplication of service delivery for young people in areas such as sexual health, substance misuse and key health messages and retendering services to cover the whole lifespan

### **Equity, Welfare and Partnerships**

This will comprise of a frontline service offering welfare rights advice, information and help to vulnerable and excluded groups, and act as a hub for various partnerships hosted by the County Council including the Health and Wellbeing Board and locality partnerships, Children's Trust and locality partnership boards, Community Safety, and Road Safety partnership. Addressing road safety, domestic abuse, the wider determinants of health and wellbeing and supporting the actions to tackle health inequalities across the organisation will also be delivered by this service.

### **Patient safety and quality improvement**

This service, in partnership with NHS, Public Health England and other agencies, will improve patient safety and quality of health and care services across Lancashire. In particular, this service will deliver infection prevention and control advice, improve the uptake of vaccination, immunisation and screening programmes, reduce avoidable mortality and support the delivery of the assurance function of the County Council that the public health services in Lancashire are safe, effective, person centred, and well led. This service will also deliver public health advice to the six NHS clinical commissioning groups in Lancashire.

### **Emergency Planning and Resilience**

This service will work in partnership with other agencies to enable the County Council in meeting the requirements of various legislations for emergency preparedness, response and resilience to protect the wellbeing of our residents. This includes emergency planning exercises, training, R&D along with a provision of 24/7 emergency planning response through a duty officer scheme. This service will also be responsible for delivering the occupational health, health and safety, and employee welfare service across the organisation.

### **Scientific services and trading standards**

Lancashire County Scientific Services (LCSS) provides a wide range of UKAS accredited environmental, food substance and agricultural testing services for the council and on behalf of the council as an income generating service. The current portfolio of services includes Food & Agricultural product testing including Public Analysts and Agricultural Analyst services and high-risk food factory inspections; Asbestos monitoring in buildings and asbestos analysis; Quality testing of private water supplies; Air quality analysis and noise monitoring; Consumer product testing; Provision of emergency response; Microbiological services; Management & maintenance of 23 Lancashire closed landfill sites; Quantitative Face Fit Testing;

Local Exhaust Ventilation Testing (LEV); Waste Analysis.

The Trading standards offer include consumer support; animal health and agriculture related inspections, sampling and handling complaints; product safety test purchasing and dealing with complaints; administering poisons licensing regime; risk based visits to petroleum and explosive premises and sites; food safety; metrology; fair trading and door step crime; intelligence management, tasking and coordination with regional and national enforcement systems; underage sales enforcement; legal process; support to businesses; pursuing commercial opportunities to generate income and delivery of safe trader project and issues related to alcohol and tobacco related regulatory interventions.

**How will the service offer be provided?**

The wellbeing, prevention and early help will be provided through in house provision and third party contracts. Third party contracts mainly include stop smoking, sexual health, substance misuse, NHS health checks, and school nursing services.

Equity, welfare and partnerships; patient safety and quality improvement; emergency planning and resilience; and scientific services and trading standards are mainly delivered in house. Scientific services and trading standards also include income generation activities.

**What will be different and why?**

The new public health and wellbeing service from the County Council will be more joined across the organisation by bringing together the existing relevant functions Council. This will help us deliver an service that is outcomes based, using better intelligence and targeting our resources proportionate to need and closer to the communities.

All the third party service contracts inherited from the NHS as part of the transfer of public health in 2013 will be re-commissioned. The focus will be on integration, innovative delivery models and building community assets and resilience. It is anticipated that this will lead to economies of scale. A year on year efficiency target will be introduced. Where possible, a proportion of contract value will be based on achieving better outcomes instead of just paying for the activity.

There will be a greater focus on targeting vulnerable children, families and older people and supporting them with a joined up service in order to build their resilience and prevent further crises leading to increased demand on social care and health services. This will be delivered through delivery of an integrated wellbeing, prevention and early help service, initially through re commissioning of Help Direct service and in the future through integrating other offers for children and young people and vulnerable families as this service develops. Further integration of services for children aged 0-5 years will occur when the responsibility for commissioning health visiting services will be transferred from NHS to LCC in October 2015.

Road safety will include a reduced output of non-diversionary courses, speed tasking, deployment of SPIDs/speed counts (reduce by 50%), road safety and sustainable

travel engagement (reduce by 25%) and healthy streets programme (reduce by up to 50%).

A cohesive approach to scientific services and trading standards under one management structure will lead to 'one analytical service' and efficiencies resulting from this alignment will be identified and realised to benefit both the services. Delivery will be prioritised to the priority neighbourhoods and areas of deprivation as appropriate.

The emergency planning and resilience service will integrate the public health functions related to emergency preparedness. This will be strengthened with the inclusion of managing the occupational health contract, health and safety across the organisation as well as employee welfare.

Management of all the partnerships including HWB Board, CYP Trust and Community Safety will be through a single management structure. Providing the mandated public health advice to the CCGs will be joined up with the patient safety and quality improvement offer, to be delivered in alignment with the CCG and health economy footprints.

**How does the service offer link with any other service offer(s)?**

The public health and wellbeing service will be closely linked with the commissioning and transformation functions of the organisation. In particular, it will support the demand management of social care services, and also be linked to a range of services within the County council including supporting people, coroners service, adult and children safeguarding boards, schools offer, youth offending team, sustainable transport countryside and public rights of way and environment and community projects, planning and development management, libraries, museums, cultural and registrars service, adult learning, economic development and skills.

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

The savings will be achieved through a combination of VR, restructure, integrated offer and re procurement of third party services.

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
<b>TOTAL</b>	<b>£8.882m</b>	<b>£7.904m</b>	<b>£6.398m</b>	<b>£23.183m</b>

**Other Services for Children and Young People**



<b>Service Offer</b>	<b>Inclusion &amp; Disability Support Service – Special Educational Needs and Disabilities (SEND) (CYP-SEO-4070)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£37.245m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£5.765m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£31.480m</b>

**What is the service offer?**

The Inclusion and Disability Support Service provides statutory identification, assessment, intervention and monitoring for children and young people from birth to 25 with special educational needs and disabilities (SEND) and their families. This reflects the new legislative requirements set out in the Children and Families Act 2014, SEND Regulations 2014, SEN (Personal Budget) Regulations 2014 and the 0-25 SEN Code of Practice 2014 including:

- Joint identification, assessment and commissioning with adults services and health partners of services across education, health and social care for children and young people with special educational needs and disabilities from birth to 25 years.
- Co-ordinated assessment with health services for Education Health and Care Plans (EHCP).
- A local offer of special educational needs and disabilities services.
- Provision of information, advice and support on special educational needs and disabilities.
- Provision of personal budgets for young people/parent/carers who request them.
- Supporting transitions and preparation for adulthood.
- Provision of mediation and disagreement resolution services.
- Provision of home to school/college SEN and respite transport.
- Compliance with the Special Educational Needs and Disability Tribunal.

The Service also provides statutory duties for children with disabilities linked to the Children Act 1989, Chronically Sick and Disabled Persons Act 1970, Children (Leaving Care) Act 2000, Breaks for Carers Regulations 2000 and the National Health Service and Community Care Act 1990 including:

- Children in Need (section 17).
- Provision of accommodation (section 20).
- Care and supervision orders for children with disabilities (section 31).
- Safeguarding and promoting the welfare of children with disabilities (section 47).
- Breaks for carers.
- Services assessed as required for chronically sick and disabled children including practical assistance at home, short breaks, home adaptations, fixtures and fittings.

- Assistance to young people with disability who have been looked-after;
- Start Well and Age Well are currently investigating the provision of an "all age" disability service which may result in additional savings and the removal of current transition points issues.

### **How will the service offer be provided?**

The Service will be reshaped to provide 3 area teams (replacing 5 locality teams) serving north (Lancaster, Fylde and Wyre), central (Preston, South Ribble, Chorley, West Lancashire) and east (Hyndburn, Ribble Valley, Burnley, Pendle and Rossendale) of the county with effect from 1 April 2015. Four functions will be covered through integrated teams for:

- SEND integrated assessment (with health services)
- Children with disabilities social care
- Educational psychology support
- Specialist learner support inclusion teaching

A new post for SEND Compliance Commissioning and Provision will be created at Team Manager level to pick up some of the duties previously undertaken by Service Managers.

This restructure will lead to the removal of 2 Service Manager posts and 5 Team Manager posts and therefore enable significant management savings. Further, the Service is considering alternative models of delivery which would provide effective and efficient delivery of the Service Offer within available resources.

A traded service offer from specialist Educational Psychologists and Inclusion Teachers to enable individual pupil support, intervention strategies and bespoke training packages will be delivered through the Traded Services Offer although professional oversight for staff will continue through the Inclusion and Disability Support Service.

### **What will be different and why?**

The Service will deliver identification, assessment and intervention differently by:

- Routine monitoring visits by Learner Support Inclusion teachers to identify children and young people with SEN in early years settings and schools will cease. Instead, schools and early years settings must meet their statutory duties to identify and inform the Local Authority of any children and young people with additional and different needs from the majority of pupils.
- Routine Educational Psychology link visits to schools to identify and provide early intervention strategies for children and young people with SEN in early years settings and schools will be replaced by local "clinic-style" arrangements whereby Special Educational Needs Co-ordinators (SENCOs) can discuss specific children by appointment and receive advice and intervention strategies from Educational Psychologists.
- Critical Incident Support work for schools and early years settings where traumatic incidents occur will cease unless the Schools Forum can be

persuaded to meet the costs of the Critical Incident Support Team.

- Some social care packages will be reviewed through sharper assessment and care planning processes and the introduction of a resource allocation system aligned to the one currently used for adults with disabilities.
- Attendance at and reading for Fostering and Adoption Panels will no longer be provided as it is not a statutory requirement for Educational Psychologists and/or Children with Disabilities Social Workers to participate.
- The Lancashire Break Time programme of non-assessed breaks for children with disabilities will reduce. Some of this loss can be offset by Early Help provision from Children's Centres and Youth Zones enhancing their universal offer to children and young people with disabilities. However, some families will be eligible for statutory assessed breaks from caring and therefore further discussion is needed with parent/carers on the most effective way to commission such provision so that those children and families most in need of breaks from caring are able to receive them.
- Funding for Inclusion Development projects in special schools will cease. However, schools will continue to be supported to implement the new SEND reforms through Dedicated Schools Grant funding.
- Further reductions will be made to SEN home to school/college and respite transport costs through new managerial arrangements within Integrated Transport and various efficiency arrangements including:
  - Adherence to policy for transport to be provided only where child attends nearest school;
  - More special schools taking on responsibility for managing their own transport;
  - Stop deviate and drop off for respite (which increases the costs via a variation charged monthly by contractors);
  - Cease variations to commissioned transport contract costs monthly agreed by Integrated Transport Unit (provider) without reference to commissioners;
  - Implement charging for post-16 transport as approved through recent Cabinet Member decision;
  - Work with schools/colleges to move towards independent travel and meet and pick up points, minibus routes at start and end of college day as opposed to individual taxi runs;
  - Promoting independent travel training to reduce number of young people requiring transport and/or a passenger assistance;
  - Define a Respite transport policy to be provided for children and young people at risk of family breakdown or where there are concerns about safeguarding or their welfare ;
  - Investigate again if transport can be provided by parents who have higher level Disability Living Allowance and mobility vehicles.
- Further reductions in staffing costs following consideration of alternative models of delivery enabling effective and efficient delivery of the Service Offer within available resources.

**How does the service offer link with any other service offer(s)?**

The Inclusion and Disability Support service offer supports the Children's Social Care service offer in reducing the number of children placed within agency placements. It also supports the Ageing Well Adults Learning Disability Offer.

It also links to the Early Help Offer whereby universal services fulfil their duties to children and young people with SEND and the Traded Services Offer offering individual support for children in schools and early years settings and in providing bespoke SEND training courses and consultancies.

**Outline annual transition plan which sets out the savings profile for 2015/16 , 2016/17 and 2017/18****By 1<sup>st</sup> April 2015**

The management restructure for all grade 11 posts and above will be completed. This will remove 2 Service Manager posts and 5 Team Manager posts. (2 Team Manager posts for Learner Support will also be removed but these posts are funded from Schools Block and therefore do not contribute to the LCC saving efficiency targets).

A new post for SEND Compliance Commissioning and Provision will be created at Team Manager level.

The Service is considering alternative models of delivery which would provide effective and efficient delivery of the Service Offer within available resources. It is anticipated that alternative models will be developed by January 2015 followed by appropriate consultations with interested parties.

**During 2015/16:**

The post-16 means tested charging policy for SEND transport will be introduced from September 2015. This will bring about savings previously identified in a Cabinet Member report.

The Service will need to evaluate the impact and progress made in implementing the SEND reforms and ensure that we are compliant with national targets and monitoring set out in the SEND (Transformation) Regulations 2014. Any remedial action required will need to be considered at this time.

The Service will continue to downsize in line with the new models of delivery and effective and efficient delivery of the Service Offer within available resources.

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
<b>Total</b>	<b>£2.763m</b>	<b>£2.378m</b>	<b>-</b>	<b>£5.141m</b>

<b>Service Offer</b>	<b>Schools Catering (SEO 6004)</b>
<b>Gross budget 2017/18 (The amount</b>	<b>£25.089m</b>

<b>we propose to spend)</b>	
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£24.753m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>(£0.336m)</b>

**What is the service offer?**

School Catering provides lunch, break, breakfast, function and premises related services to 530 Primary, Special, Short Stay and Secondary schools in Lancashire, Blackburn and Blackpool.

All services are delivered to food based standards defined by legislation.

**How will the service offer be provided?**

School Catering trades directly with schools. Arrangements are made under Service Level Agreements. The service employs the front line Catering Supervisors and Catering Assistants (1,800 in total), management and support staff connected with delivering the service and purchases the consumables.

The authority pays for the cost of service (food, labour and overheads) and recovers the full cost of service, contribution to overheads and profit from the school client. From 1<sup>st</sup> September 2014 the full cost of the Living Wage will be recovered in the service charges.

The cost of service is based on standard pricing according to volume. Small schools pay more per meal and large schools pay less reflecting economies of scale. Schools retain the cash from paying customers and any budgets which have been delegated to them. The school provides and pays for the cost of fuel and water.

There is joint sovereignty on the selling price charged to parents and students.

As part of the service offer the catering service also provides reactive maintenance services which the majority of customers buy into. This is a pooled fund the management of which ensures that kitchens are kept operating safely and effectively. Work delivered from this fund is managed by Property Group. Schools can also 'bank' into a 'planned improvement' fund which is ring fenced to their individual school. A school can then agree to use their fund for modernisation projects e.g. service counters, renewal of furniture or complete new kitchen. The cost of managing projects is charged against the overall cost. The school retains ownership of catering premises and equipment.

A small number of schools receive transported meals. The catering service arranges transport and charges the cost back to the client.

Schools who wish to vary their agreement by paying more may do so.

The current business model for school catering is one that is advocated by the Association for Public Service Excellence (APSE) and therefore no fundamental

changes are envisaged.

### **What will be different and why?**

Given that the service has absorbed the introduction of free meals for all Key Stage 1 pupils with no increase in the overhead structure it is considered that there is little, if any, opportunity to reduce costs in this area.

There is a recognition that school food nutrition contributes positively to the health agenda and academic performance. Following Jamie Oliver's intervention, School food has, in recent years, received a much higher national profile. This led to the government commissioning a report entitled 'The School Food Plan' and more recently legislation to provide free meals for all Key Stage 1 Pupils (known as Universal Infant Free School Meals or UIFSM), starting in September 2014.

Recent service activity has been orientated to delivering the provision of UIFSM however going forward the service will be required to focus fully on the agendas detailed in the School Food Plan (SFP) by working closely with school leaders. In summary these are:

- Introduction of new food based standards effective January 2015
- Incremental improvement in the quality and provenance of food to achieve the Food for Life Bronze, Silver and Gold Catering Mark Awards.
- Improving the skills of the workforce through training and development
- Working with closely with schools to develop and improve service and dining room environment / culture
- Increasing take up, productivity and managing cost of service particularly for small schools
- Facilitating the Cooking in schools programme using our Catering Supervisor Team.

In addition there is also a need to modernise communications between centre and unit to realise efficiencies e.g. on line procurement

### **How does the service offer link with any other service offer(s)?**

Food procurement contracts are let by Lancashire County Council procurement with whom the service has a close relationship

The catering service currently supports the cost of a post which sits within the Education Health and Wellbeing Team. Operations teams work with the post holder to ensure that food improvement strategies are aligned

Reactive maintenance works are provided by Property Group

The catering service works with the Head of Capital, Strategy and Programme Management on kitchen capital expenditure programmes

The service works with the media team to manage the content of responses to media

enquiries

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

Ongoing management of sales and cost productivity concerned with service take up, direct labour hours and food.

Delivery of the School Food Plan and UIFSM as detailed above.

Further entry into Blackburn and Blackpool markets and failing self managed secondary schools.

It is expected that the target will be met through a combination of sales growth, cost management and price inflation.

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£0.028m</b>	<b>£0.028m</b>	<b>£0.028m</b>	<b>£0.084m</b>

<b>Service Offer</b>	<b>Lancashire Safeguarding Children Board (CYP-SEO-4065)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£0.389m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£0.197m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£0.192m</b>

**What is the service offer?**

The Local Authority provides a financial contribution along with other partners for the Lancashire Safeguarding Children Board (LSCB) to meet the following objectives:

- To co-ordinate the work done locally by agencies represented on the Board
- To safeguard and promote the welfare of children
- To ensure that the work done is effective and that it is outcome focused

**Regulation 5 of the Local Safeguarding Children Boards Regulations 2006** sets out that the functions of the LSCB, in relation to the above objectives under section 14 of the Children Act 2004, are as follows:

- 1(a) developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:
- (i) the action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
  - (ii) training of persons who work with children or in services affecting the safety and welfare of children;
  - (iii) recruitment and supervision of persons who work with children;

(iv) investigation of allegations concerning persons who work with children;  
(v) safety and welfare of children who are privately fostered;  
(vi) cooperation with neighbouring children’s services authorities and their Board partners;  
(b) communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so;  
(c) monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve;  
(d) participating in the planning of services for children in the area of the authority;  
and  
(e) undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.  
Regulation 5 (2) which relates to the LSCB Serious Case Reviews function and regulation 6 which relates to the LSCB Child Death functions are covered in chapter 4 of this guidance.  
Regulation 5 (3) provides that an LSCB may also engage in any other activity that facilitates, or is conducive to, the achievement of its objectives

**How will the service offer be provided?**

The Service offer is provided by means of a financial contribution to the LSCB which forms part of a pooled budget. This budget pays for a management and support structure to enable the LSCB to carry out the above functions. There is presently a review of this structure alongside the Lancashire Adult Safeguarding Board (LASB) to look at how these can be delivered more efficiently and effectively.

**What will be different and why?**

Presently a review exploring the option of shared services between the LSCB and LASB which will lead to efficiency savings. Alternatively we will be again be reviewing the core business of the LSCB and the funding required to deliver.

**How does the service offer link with any other service offer(s)?**

Linked to the Lancashire Adult Safeguarding Board.

**Outline annual transition plan which sets out the savings profile for 2015/16 , 2016/17 and 2017/18**

As outlined we will be considering relevant posts required to meet the needs of both Boards via the review.

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£0.061m</b>	-	-	<b>£0.061m</b>



<b>Service Offer</b>	<b>Home to Mainstream School Transport (CYP-SEO-4050)</b>			
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£10.374m</b>			
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£1.041m)</b>			
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£9.333m</b>			
<b>What is the service offer?</b>				
<p>The Continued provision of Home to mainstream School Transport. The service offer will continue to provide for transport for those statutorily entitled to transport and those accessing the Discretionary aspects of transport as set out in the policy agreed by the Cabinet Member for Children, Young People &amp; Schools in February 2014.</p> <p>Therefore in addition to the statutory entitlement this will continue to provide support with home to mainstream school transport costs for:</p> <ul style="list-style-type: none"> <li>• Children from low income families</li> <li>• Children attending their nearest faith school, subject to the parental contribution as set out in the policy</li> </ul>				
<b>How will the service offer be provided?</b>				
<p>By the most cost effective means of transport in all cases. A robust review of current contracts will be required in order to ensure best Value For Money and which could result in savings with little impact on service users.</p>				
<b>What will be different and why?</b>				
<p>This offer retains the current policy for Home to Mainstream School Transport</p>				
<b>How does the service offer link with any other service offer(s)?</b>				
N/A				
<b>Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18</b>				
N/A.				
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
<b>Total</b>	-	-	-	-

<b>Service Offer</b>	<b>Provision Planning (CYP-SEO-4040)</b>			
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£0.280m</b>			
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£0m)</b>			
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£0.280m</b>			
<b>What is the service offer?</b> To undertake the local authority's statutory duty to ensure the sufficiency of high quality school places				
<b>How will the service offer be provided?</b> There will be no change. Base funded posts are wholly statutory. Other work to support statutory functions are funded by schools capital programme. The Faith Centre is no longer base funded as it is traded with schools.				
<b>What will be different and why?</b> The new management structure will be in place from 1 <sup>st</sup> April 2015.				
<b>How does the service offer link with any other service offer(s)?</b> It links with the service offer of the School Improvement service				
<b>Outline annual transition plan which sets out the savings profile for 2015/16 , 2016/17 and 2017/18</b> The management structure will be implemented from 1 <sup>st</sup> April 2015 which delivers the majority of the savings				
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
<b>Total</b>	<b>£0.155m</b>	<b>-</b>	<b>-</b>	<b>£0.155m</b>

<b>Service Offer</b>	<b>Pupil Access</b>
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	<b>(CYP-SEO-4035)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£1.234m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£0m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£1.234m</b>
<b>What is the service offer?</b>	
<p>The local authority's statutory responsibilities with regard to admission of pupils to school, including appeals and complex admissions around children looked after and children missing education; pupil exclusion procedures including reintegration; home to mainstream school transport policy and eligibility; eligibility for welfare benefits; placements under fair access protocol.</p> <p>*Income is received from Academies for undertaking admissions work.</p>	
<b>How will the service offer be provided?</b>	
No change proposed to statutory elements	
<b>What will be different and why?</b>	
<p>A small amount of work is undertaken on schools' behalf that is non-statutory (usually around pupils at risk of exclusion / managed moves / missing education) that could cease. However this will lead to an increase in exclusions and length of time out of schools and place additional strain on short stay schools.</p> <p>A review is currently underway to see if this can be funded from Centrally Retained Dedicated Schools Grant (DSG).</p> <p>Alternatively / in addition:</p> <ul style="list-style-type: none"> <li>• the level of general support provided to schools could be renegotiated, enabling a restructuring, but there is a danger that this could result in more complex problems later in the admissions process and not result in any savings to staffing.</li> <li>• ICT development should free up officer time and some small reductions in posts could be made.</li> </ul> <p>More detailed work is required on these options and it is not possible to state the impact on FTEs at this stage.</p>	
<b>How does the service offer link with any other service offer(s)?</b>	
Links with Provision Planning	
<b>Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18</b>	
The new management structure will be in place by April 2015.	

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£0.079m</b>	-	-	<b>£0.079m</b>

Service Offer	School Improvement (CYP-SEO-4010)
Gross budget 2017/18 (The amount we propose to spend)	£10.674m
Income 2017/18 (The amount we expect to receive)	(£5.765m)
Net budget 2017/18 (The cost to the County Council)	£4.909m

**What is the service offer?**

The Service Will:

- Ensure the provision of high quality education to promote high standards and fulfilment of potential.
- Make provision for religious education in community and controlled schools.
- Promote the education of children looked after.
- Ensure that pupils of statutory school age attend school.
- Make robust educational arrangements for children resident in Lancashire who are not receiving a suitable education.
- Ensure that there are sufficient high quality places for early education.
- Ensure access to high quality education for pupils permanently excluded from school or requiring alternative educational provision due to medical needs

**How will the service offer be provided?**

To ensure the provision of high quality education to promote high standards and fulfilment of potential we will:

**STATUTORY SCHOOL IMPROVEMENT**

- Monitor the quality of provision and performance of schools through the School Service Guarantee, currently around 95% of all schools.
- Monitor the performance of state funded schools not buying in to local authority support using published performance data and other indicators where appropriate
- Provide focussed monitoring for schools at risk of falling into difficulty
- Provide advice on school planning issues, expansions, new schools, closures etc
- Attend HMI meeting and feedback at OfSTED inspection for all maintained schools

- Create and implement a Local Authority Statement of Action where a school is in an OfSTED category of concern
- Monitor the implementation of the school's action plan where they are in a category of concern
- Monitor the development and the implementation of the school's action plan for schools which are not in a category of concern but on the list of schools requiring special support including schools judged by OfSTED to Require Improvement and those at risk of falling into this category
- The service will provide Early Warning reports to the School Improvement Challenge Board on vulnerable schools and administer the schools in difficulty funding on behalf of the Schools Forum and provide advice to the Board on school improvement issues (Termly reviews on all schools) and providing advice at SICB meetings
- Carry out the statutory function of the local authority in relation to the appointment of Headteachers of maintained schools
- Carry out statutory moderation of Early Years, Key Stage 1 and Key Stage Carry out the statutory collection of data from schools for DfE
- Produce monitoring information for all schools

To Make provision for religious education in community and controlled schools we will:

- Carry out the statutory functions to develop and support the provision for Religious Education in line with the Agreed Syllabus and the work of the Standing Advisory Council for Religious Education

To promote the education of children looked after we will:

- Support the educational achievement of Children looked After at all Key Stages
- Collate, analyse and monitor the data for Children Looked After
- Monitor the quality of provision for Children Looked After
- Manage the Pupil Premium Grant and Personal education allowances for Children Looked After
- Provide education training for those working with Children Looked After

To ensure that pupils of statutory school age attend school we will:

- Carry out the statutory education welfare function of the local authority to ensure that parents carry out their legal duty to ensure that their child receives suitable full time education
- To carry out the statutory function of the local authority in relation to parents who do not ensure that their children attend school
- To monitor and challenge all state funded schools on attendance related issues and intervene where there are concerns about non compliance

To make robust educational arrangements for children resident in Lancashire who are not receiving a suitable education we will:

- Undertake tracking enquiries relating to children of compulsory school age reported as having moved into/being resident in Lancashire where there are concerns that a child may not be receiving appropriate education
- Undertake tracking enquiries relating to children of compulsory school age reported as having left educational provision in Lancashire where there are concerns that a child may not be receiving appropriate education
- Ensure children who are not located through tracking enquiries are referred onward for other service/agency intervention as set out in local protocols
- Identify through those tracking enquiries the details of children known to be resident in Lancashire who are not receiving suitable education
- Maintain a database of all such children so identified
- Provide assistance in ensuring that all identified children are tracked into appropriate provision

To ensure access to high quality education for pupils permanently excluded from school or requiring alternative educational provision due to medical needs.

- Commission sufficient alternative provision places for pupils for whom the LA has statutory responsibility
- Monitor the quality of alternative provision commissioned
- Collect, collate and analyse data in relation to attendance, progress and outcomes for pupils in commissioned alternative provision
- Management of the Lancashire Hospital and Home Teaching Service
- Provide assistance to schools and other services to ensure pupils access appropriate alternative provision
- Provide information to schools, and other stakeholders on use of alternative provision and range and quality of alternative providers

## TRADED SERVICES

The service will deliver at Full Cost Recovery the following:

- A marketed School Service Guarantee to all schools who wish to purchase it (current buyback is 99% Primary schools, 81% secondary schools, 87% special schools and 100% nursery schools)
- Training and support for leadership and management
- Support for schools through individual consultancies and training
- Marketed data products including:
  - Pupil Attitude Questionnaire (250 Lancs + 50 non Lancs schools)
  - Primary School Pupil Assessment Tracking Tool (345 schools)
  - Value added information for secondary schools (73 schools)
  - Performance Indicators for Value Added Target Setting for use with pupils with SEN (1647 schools + 310 online)
  - School Information Profiles (580 schools)
  - Governors questionnaire (150 schools)

- Early Years Tracker (510 schools)
- Parental questionnaire (150 schools)
- Early Years publications (500)

To ensure that there are sufficient high quality places for early education we will:

- Carry out an annual Childcare Sufficiency Audit
- Monitor the sufficiency of child care places
- Provide advice for families on Childcare Provision through the Family Information Service (c 26,000 enquiries per annum)
- Provide subsidised safeguarding training for the Early Years Sector
- Monitoring the quality of childcare places
- Support the development and maintenance of high quality childcare by childminders (900 childminders with around 12% change annually)
- Monitor the quality of provision in the Early Years settings providing Free Early Education and supporting their development ( 330 Private, Voluntary and Independent providers, 109 maintained nursery providers)
- Administer the Free Early Education Entitlement
- Provide data management to provide the Family Information Service, Free early education provision and monitoring quality of provision
- Provide targeted support for the development of Early Years provision in areas where parental engagement is low/ insufficient suitable places
- Provide targeted support for raising of attainment on entry to primary school in areas where attainment is lowest

Early Years Traded Services:

- Provide training and support to Early Years Day Nurseries and maintained Nursery provision
- Provide resources and training to Childminders
- Provide safeguarding training for Early Years providers

### **What will be different and why?**

A more targeted approach focussing on disadvantaged pupils will be adopted for the following or consideration given to an increasing role for trading:

- Leading the development of the curriculum and assessment except on a traded basis
- a review of providing targeted support for primary and secondary schools in disadvantaged areas (Burnley, Pendle, Hyndburn)
- a more focussed approach to providing targeted support for schools where there is underperformance by a specific group of pupils
- a traded approach to providing support for curriculum development in disadvantaged areas

- a traded approach to providing support for groups of schools facing similar difficulties in aspects of teaching and learning e.g. Secondary maths , Secondary English, Assessment for learning
- a traded approach to providing whole school monitoring, support and challenge on attendance for maintained primary and special schools
- We will reduce the level of monitoring of Early Years settings
- We will reduce the support for settings which are in difficulty unless it is paid for by the settings
- We will reduce the support for childminder registration
- We will stop providing centrally funded support and advice to maintained early years providers and reduce the centrally funded advice to private, voluntary and independent settings

**How does the service offer link with any other service offer(s)?**

The duty to promote high standards and fulfilment of potential through monitoring support and intervention in schools costs around £1.5m, substantially more (£577k) than the funding envelope of £923k. The difference is covered largely by the traded School Improvement Service. The service offer above is however reliant upon an additional £170k of central funding. It is planned to increase income over the next three years in order to meet this additional cost.

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

**Implementation of the budget reduction plans for 2014/16 including:**

- Increase trading in the Early Years
- Reduction in targeted School Improvement activity
- Cessation of school attendance consultant role
- Term time only employment of attendance workers and business support
- Reduction of monitoring of Early Years provision
- Reduction of funding to secondary schools for attendance function
- Reviewing staffing structures for grade 10 and below
- Management restructure

The service is already committed to the delivery of existing policy options which were agreed as part of the 2014/15 budget process and are planning for the achievement of these targets as an integral part of the service offer described above.

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
<b>Total</b>	-	<b>£0.392m</b>	<b>£0.540m</b>	<b>£0.932m</b>



<b>Service Offer</b>	<b>Traded Services (CYP-SEO-4100)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£15.965m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£18.810m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>(£2.846m)</b>

### **What is the service offer?**

Traded Services to schools and other providers including:

- Governor Services
- Schools Direct Programme (formerly Graduate Teacher Programme)\*
- Lancashire Music Service
- Learning Excellence (LPDS)
- Lancashire Teaching Agency (LTA) \*
- Lancashire Outdoor Education Service
- Recruitment & Retention and NQTs
- Conferencing facilities
- Inclusion and Disability Support Service

\* Until Sept 2016

### **How will the service offer be provided?**

**Wholly traded** with the key clients being schools, school clusters and other education providers

- Governor Services
- Learning Excellence (LPDS)
- Lancashire Teaching Agency
- Lancashire Outdoor Education Service
- Conferencing facilities

Wholly Grant Funded

- Schools Direct (salaried) programme

Partial Grant Funded/Partial Traded

- Lancashire Music service

**What will be different and why?**

Printing charges for Governor Services will be reduced due to the implementation of a paperless service with an option for 'hard copy' provision at a premium rate (covering printing, postage and administration costs).

Management costs will be reduced.

There will be further development of the external market and paid for online resources/ publications.

We will diversify our client base.

By 2018 Lancashire Teaching Agency and The Schools Direct (Salaried) Programme will still be in existence. However as these run at cost recovery or at a surplus this will not produce a net saving.

**How does the service offer link with any other service offer(s)?**

N/A

**Outline annual transition plan which sets out the savings profile for 2015/16 , 2016/17 and 2017/18**

Plans have already been made to bring together the traded services under a single brand (Lancashire Learning Excellence) to this end work has been undertaken with schools and through the Partnership Board consisting of headteachers and County Officers to identify the range of services that schools in Lancashire wish to exist and are willing to purchase. To increase efficiency the business support for most of these services has been centralised and significantly reduced in numbers.

As the vast majority of staff within these services are income generating it is unlikely that there will be a decrease in staffing numbers, as a decrease would be self defeating. The target is to increase business and widen the business margins (currently operating across the group at a 'surplus' margin of 5%)

The projected surplus for 2014/15 demonstrates a 23% increase from the previous year.

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
<b>Total</b>	<b>£0.827m</b>	<b>£0.387m</b>	<b>£0.397m</b>	<b>£1.611m</b>

<b>Service Offer</b>	<b>School Liaison and Compliance (CYP-SEO-4045)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£0.370m</b>

<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£0.209m)</b>			
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£0.161m</b>			
<b>What is the service offer?</b>				
<p>Servicing of Schools Forum; infant class size compliance; school term dates (Community and Voluntary Controlled schools) ; education off site visits policy and guidelines (Community and Voluntary Controlled schools);</p> <p>Support for Education visits</p> <p>Coordination of unavoidable school closures; changes to school session times; servicing of Diocesan meetings and internal CYPD meetings; other ad hoc requirements.</p>				
<b>How will the service offer be provided?</b>				
<p>Full cost recovery on education visits from schools and other users and located within Traded Services.</p> <p>Schools Forum fully funding servicing of Schools Forum (as now) and located within Corporate Commissioning.</p> <p>Remaining statutory work will still need to be covered.</p>				
<b>What will be different and why?</b>				
A new management structure will be in place from 1 April 2015.				
<b>How does the service offer link with any other service offer(s)?</b>				
N/A				
<b>Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18</b>				
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
<b>Total</b>	<b>£0.048m</b>	<b>-</b>	<b>-</b>	<b>£0.048m</b>

<b>Service Offer</b>	<b>Youth Offending Team (CYP-SEO-4090)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£5.484m</b>

<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£3.303m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£2.181m</b>
<b>What is the service offer?</b>	
<p>To deliver, in partnership, statutory services for youth justice and children's social care in line with legalisation and national requirements by appropriately trained staff – for approximately 1,000 young people and approximately 1,400 court/police outcomes.</p> <p>To provide a multi-agency assessments of risk and need for young people and their families in the criminal justice process; ensuring the compliance of court orders within the community and in secure/custodial establishments.</p> <p>To safeguard young people, prevent young people offending and reduce reoffending by accessing universal and specialist services, and supporting transition from youth to adult services.</p> <p>To protect communities from harm and provide a service to victims through the management of risk and restorative interventions.</p>	
<b>How will the service offer be provided?</b>	
<p>The service will be provided through the current multi-disciplinary area based model of delivery across Lancashire. The Youth Offending Team will continue to service the courts and discharge its statutory functions of assessments and interventions. The service will continue to work together pan Lancashire in specific areas of service delivery, such as Restorative Justice.</p>	
<b>What will be different and why?</b>	
<p>In light of previous changes to delivery following funding reductions, there will be no significant difference to the delivery of Youth Justice Services in Lancashire. This is based on the assumption that partner funding contributions remain stable and allow for this continuation of delivery which has already involved integration with other services, for example, Children's Social Care.</p> <p>The biggest change over the coming year will mean the Youth Offending Team will no longer have a dedicated post to offer a coordinated approach in response to local and national developments to improve practice and performance in line with the inspection framework. This will be undertaken through local teams and overseen by the management team.</p> <p>The management of business support will also be shared across teams, and therefore supporting a reduction in staffing by two staff from this function.</p>	

**How does the service offer link with any other service offer(s)?**

The service offer links with the early help offer of targeted prevention for those young people who are on the cusp of reoffending. This service offer also links with the offer from Children's Social Care and will support provision of statutory functions for children looked after and children in need known to the Youth Offending Team.

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

Reduction in three staff will be undertaken in 2014/15.

	2015/16	2016/17	2017/18	Total
<b>Total £m</b>	<b>£0.090m</b>	-	-	<b>£0.090m</b>

**Highway Services**

Service Offer	Highways (ENV-SEO-2008)
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£76.371m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£44.498m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£31.873m</b>

**What is the service offer?**

Roads & Streets Maintenance (Includes Local Network Management and Highway Operations)

- Maintain 7000km of highway network in accordance with the highway maintenance plan, concentrating resources on managing and maintaining the network in a safe and serviceable condition safeguarding the county council from claims and other legal challenges.
- Undertake highway defect repairs that meet the intervention levels as set out in a revised highway safety inspection policy (subject to production and approval).
- Undertake highway maintenance revenue works in all 12 districts through in house teams reducing reliance on contractors.
- Maintain existing traffic signs and road markings to support the integrity of the parking enforcement regime.
- Traffic Regulation Orders will be considered in situations where there is an existing injury accident record and where implementation of the measure would

be expected to bring casualty reduction benefits. Where resources allow measures which contribute to better strategic traffic management, economic growth, and significant environmental improvement will be considered.

- The maintenance of green space will continue under existing arrangements, maintaining the current relationships with districts and parish councils.
- Responsive maintenance requests for works will be limited and with little scope for improvements.
- Requests for service will be assessed and responded to where appropriate within 20 working days. All enquirers will be expected to use on-line and electronic media, where those channels are available, to track progress of any investigation and repair activity.
- An out of hours call out service to respond to emergencies will be provided.

#### Street Lighting (including street lighting energy)

- Maintain approximately 158,000 street lights and 12,000 illuminated traffic signs to ensure compliance with our statutory duty to maintain.
- Attend to reports of defects within 5 working days.
- Undertake cyclic maintenance at 5 yearly intervals (subject to consideration of the scope to extend).
- Provide a night inspection service at regular intervals.
- Provide an out of hours call out service to respond to emergencies.
- Manage the street lighting stock to minimise consumption of energy. All street lights will be dimmed (+50%) over a 5 year maintenance cycle. Where possible and subject to capital investment LED will replace other existing forms of lighting.

#### Drainage and Flood Prevention

Fulfil the County Council's statutory obligations as a Highway Authority and a Lead Local Flood Authority, through the powers and duties in the Flood and Water Management Act 2010 and related legislation. Specifically;

- Continue development and application of the Flood Risk Management Strategy.
- Contribute to the designation of structures as appropriate and the maintenance of a record and register for assets and features that effect flood risk held by Asset management group.
- Investigate flooding where necessary and appropriate (where this affects 5 or more properties).
- Undertake the Sustainable Drainage System Approval Board function.
- Act as Lead Local Flood Authority to promote partnership working with other Risk Management Authorities, including the development of bids for external funding for flood alleviation schemes.
- Base the frequency of cyclic maintenance of gullies on need. This frequency will be fully defined once more on site information is gathered and local conditions are understood.
- Undertake drainage defect repair works primarily informed through the cyclic maintenance programme, focussing attention on the areas of greatest need enabling work programmes to be efficiently managed to ensure greatest

productivity

- Prioritise reactive maintenance works where highway drainage system defects are causing significant difficulties to the travelling public or affecting property.

### Severe Weather

The purpose of this service is to manage our response to severe weather events meeting our statutory duty under the Highways Act 1980.

- Provide a weather monitoring service during the recognised winter period, assessing weather forecast information and determining treatment necessary to the priority, secondary and remaining highway network
- Develop, review and maintain the winter service plan
- Ensure suitable arrangements are in place for the provision of a weather forecasting service, external weather monitoring equipment and maintenance and salt supplies associated with the provision of the winter service plan
- Maintain appropriate in house qualified drivers to drive the gritting fleet
- Instigate and implement treatment in accordance with the winter service plan
- Manage the supply of salt and stock levels throughout the winter period
- Deploy resource accordingly to respond to severe weather events other than winter, i.e. severe storms dealing with the effects of rain, wind and flooding.
- Ensure resources are in place to deliver snow clearance following snow events

### Keep Traffic Moving

The purpose of this service is to manage the highway network to allow safe and expeditious movement of traffic, and minimise disruption and congestion, as primary contributions to meeting the County Council's statutory duties under the Traffic Management Act 2004.

- Provide highway comments as a consultee to the local planning authorities on development proposals. It is predicted that 5100 applications will be considered in 14/15 and this is likely to increase as development proposals increase. The response time to the consultations will increase as a result of this and due to a likely increase in officer case load due to a reduction in management capacity (which currently carries part of the case load. Applications will be prioritised in accordance with their additional impact on the highway.
- High case loads require the Local Planning Authority to negotiate with LCC in order to prioritise responses. This leads to statutory response times for some applications knowingly being missed in order to focus on priorities. This will occur more as case loads rise, and bring a greater risk of successful appeals by developers, or some applications being determined without the benefit of a comprehensive highway response.
- Secure appropriate agreements and contributions from developers for infrastructure provision (S106/CIL, S278) and adoption for those applications considered.
- Deliver highway co-ordination and streetworks management services in line with the Traffic Management Act 2004 and New Roads and Streetworks Act

1991.

- Manage and deliver safety and condition inspection programmes for highway and drainage assets, including materials testing, and provide the data collected to Asset Management to inform asset management lifecycle planning.
- Safety audit of new highway schemes and the assessment of road collisions and interventions to address identified problems.
- Monitor and control the movement of abnormal loads on the network to prevent damage to highway structures and to avoid unnecessary congestion and delay.
- Contribute technical input to the development, review and maintenance of the Transport Asset Management Plan and associated technical documents by Asset Management Group.
- Contribute as necessary to the annual asset valuation for Whole Government Accounts by Asset Management Group.
- Ensure that appropriate technical standards, maintenance plans and strategies are maintained and adhered to in relation to the County's highway assets.
- Deliver highway co-ordination and streetworks management services in line with the Traffic Management Act 2004 and New Roads and Streetworks Act 1991.
- Contribute information to maintaining the County's element of the National Streetworks Gazetteer, in conjunction with Asset Management.

#### Parking Services

This service contributes to meeting the County Council's statutory duties under the Traffic Management Act 2004. Specifically;

- Management and coordination of on street enforcement, supported by back office processing of Penalty Charge Notice (PCN) challenges and appeals, in accordance with statutory timescales and procedures for challenges and appeals.
- Management of resident parking schemes.

#### Traffic Signals

This service supports the network management duty by maintaining and optimising the performance of traffic signal installations at key and sensitive locations on the network. The service undertakes design and implementation of new installations as identified through development or network management interventions and management of the highway sponsorship programme

#### Stakeholder Engagement

The reduction in management capacity within the highway service and a reduced ability to engage specifically with elected members on specific issues mean that many more queries will have to be reported using the Customer service centre with updates to queries being accessed through those same channels. The highway service will be unable to support regular 1 to 1 meetings with Members. There will be less forward looking liaison with district and parish councils and the contact will become much more transactional.



### **How will the service offer be provided?**

The service offer will be provided utilising our existing in house resource with less reliance on external contractors as the workload is expected to reduce , however this existing resource will be expanded with the use of contractors to manage peaks in demand and for works of a specialist nature within the highway maintenance area (for example specialist road surface treatments and sudden increases in defects requiring action)

In relation to severe weather, contractors will continue to be used in the area of snow clearance particularly in the more rural areas of the county and we will continue to work with district, parish and town councils on footway treatments, this additional resource is a supplement to our existing in house resource.

Maintenance of the green space (highway verge grass cutting, weed treatment, shrub and tree maintenance) will be undertaken by those districts and parish and town councils that wish to continue under the existing public realm agreements. In those districts where this is not the case this work will be undertaken in house and contractors used to manage peaks in demand.

Currently a contractual arrangement exists with Lancaster City Council for the provision of some highway maintenance works in the Lancaster district, however given the reducing workload there will not be the need for this arrangement. A TUPE transfer of employees may be necessary to terminate the arrangement. There will be modest associated one-off costs which can be met from within first year savings.

The highways service currently utilises a number of different legacy ICT systems to support the provision of the service; these systems were developed and introduced over a number of years and at times when the service was delivered in a less cohesive way, resulting in an inadequate level of integration. It is anticipated that through the previously agreed option of developing a core ICT system, through a significant transformation programme, that a more integrated and streamlined system will be introduced thus improving efficiency of operation resulting in a reduced staffing requirement.

Within the statement of requirements forming the core system there will be a greater reliance on the support for mobile working enabling improved collection, receipt and output of information as part of end to end workflows. This will reduce the need for individuals to handle the same information and manage it within a variety of different systems, thus improving efficiency and information management. A significant benefit of an integrated ICT system will be the level of management information available within the system enabling better decisions to be made regarding deployment of resources

The use of the ICT system also requires members of the public and their representatives, including county councillors, to access the service predominantly through the customer service centre or internet as the service will make significantly greater use of the "self-service" facility that new technology affords. It is anticipated that the self service facility referred to above will be integrated with the core ICT system and result in an improved customer experience as they will be able to monitor

the progress being made with their enquiry, thus reducing the need to chase progress.

It is anticipated that as a result of the greater efficiency, a reliance on ICT systems and the acceptance of self- service, approximately 26 less full time equivalent members of staff will be required based on current establishment numbers. The funding envelope for the service has taken this into account. At this stage it is not possible to identify precisely where these savings will be realised within the service as work is currently on-going to develop the core system offer.

### **What will be different and why?**

#### Roads & Streets Maintenance

- Not all highway reports received from elected members and the public will result in works being undertaken; many will result in no further action as the nature of the report doesn't warrant action against the intervention levels identified in the Highway Safety Inspection Policy.
- A new Highway Safety Inspection policy proposal will result in less defects being identified in the footway as the intervention level is proposed to change from 20mm to 25mm for the majority of the footway network.
- Less traffic signs and road markings will be maintained than current as there will be greater prioritisation associated with ensuring that the parking monitoring restrictions are enforceable.
- Requests for traffic regulation orders such as residential parking/waiting restrictions, residents parking and speed limit orders will be prioritised after casualty reduction, strategic traffic management, economic growth and environmental improvement. This will result in many requests not being progressed.
- There will be less maintenance work carried out in response to requests which do not meet defect intervention levels.
- The current target response time to enquiries is 10 days; this will be increased to 20 working days.
- The contractual arrangements with Lancaster CC for the provision of highway maintenance services will be terminated as there will be less work resulting in a reduced need for contractors.

#### Street Lighting

- The service offer proposes that where ever possible the existing lighting is replaced with LED units and where this is not possible the units are operated at 50% light level all night. Currently, on residential roads those units that are dimmed do so between 2200hrs and 0630 hours, and for those units on traffic routes that are dimmed they do so between the hours of 1900hrs and 0700hours. This proposal will dim units that are able to do so during all hours they are lit, in the winter months this will see lights dimmed to 50% of light level from mid afternoon, as opposed to 1900hrs or 2200hrs.

#### Drainage & Flood Prevention

- Proactive engagement in flood investigations that do not meet policy criteria

will cease.

- Proactive identification of flood assets for the record/register will cease.
- Resources will be focused on delivering the statutory processes such as consenting and Sustainable Drainage System (SuDS) Approval, and as a consequence, the capacity for officers to devote time to developing potential flood alleviation schemes and bids may reduce.
- Frequency of cyclic maintenance for gullies will be reduced from a visit of at least every 12 months to one based on need , initially it is anticipated that the majority of gullies will be visited once every 18 months, however it is anticipated that the interval maybe further extended where local conditions permit.
- Not all reports of standing water on the highway will result in works taking place.

#### Keep Traffic Moving

- With greater demands on staff resources and an increase in workload for Developer Support, agreements will be required with the local planning authorities identifying types of development that will have reduced or nil input in terms of a highway consultation response.
- It will no longer be possible to guarantee liaison with members on consultation responses.

#### Parking Services

- Enforcement hours will be reduced later this year, from 70,000 to 63,000 annually. The intention is to offset the impact of this through better targeting of enforcement. This approach has been agreed through the recent budget savings work, and will develop further.
- Flexibility to purchase additional hours in the future will be reduced as the cost envelope for this service is being reduced. Hence targeting of enforcement towards areas of significant and persistent parking transgressions will be further refined, meaning rural and some urban areas will receive little or no enforcement.

#### Traffic Signals

- The chargeable rectification of equipment failures will be prioritised towards those junctions where safety or major delay risks are most acute so as to optimise network performance for the available investment. This may mean that repairs at more lightly trafficked junctions, where minor delays are being incurred, take longer to be implemented.

#### Priorities Contingency

- The ability to support local members to introduce minor highway and traffic improvements will no longer be available.

#### Stakeholder Engagement

- There will be less capacity within services to undertake liaison with key stakeholders due to reduced management resource and the introduction of new systems. There will be more limited capacity to engage direct with Members in the way that they currently enjoy.

**How does the service offer link with any other service offer(s)?**

The highways service will link with that provided by Asset in relation to the identification of the highway network which will require intervention.

The highways service will link with that provided by Legal in relation to defending highway claims and the provision of service associated with the production of traffic/speed orders and any formal serving and enforcement action to be taken under the relevant legislation which will primarily be the Highways Act 1980.

The service will also link with that provided by Fleet in relation to maintenance of plant and vehicles ensuring that the highways service has sufficient vehicles and plant available to deliver the service offer in relation to highway maintenance.

The highways service will call upon the Design and Construction service to provide design and contract management service linked to the highway capital programme.

**Outline annual transition plan which sets out the savings profile for 2015/16 , 2016/17 and 2017/18**

Those reductions identified in relation to highway maintenance defects will be delivered as a result of increased investment through the TAMP (planned investment in 2015/16 and 2016/17) and additional DfT funding received and implemented this year. In addition, proposed change in highway safety inspection policy will reduce the number of highway defects requiring attention and therefore expenditure from 2015/16 onwards.

Operational budgets will be reduced accordingly in the relevant year to take into account the anticipated reduction in workload, revised policies and identified efficiencies.

In relation to the 2014/15 budget reduction of £900k described as "Asset management within Highways and Property", this equates to approximately 26 less full time equivalents through the greater use of ICT as indicated earlier in the offer. However it is felt that this saving relating to full time equivalents should be realised in 2016/17 thereby reducing the permanent establishment from this point and not in 2017/18 as originally envisaged to ensure that we remain within the funding envelope for the service.

It is anticipated, that we will need to employ a number of staff beyond April 2016 for a limited time to assist with the implementation and transition to the new ICT systems and processes. This time limited staffing figure is still being developed through the work of the core system transformation project, but, it is clear that some financial support from the downsizing reserve will be required to cover this up to £900k

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£4.394m</b>	<b>£0.324m</b>	<b>£0.214m</b>	<b>£4.932m</b>

<b>Service Offer</b>	<b>Sustainable Travel (ENV- SEO-2014)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£0.162m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£0m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£0.162m</b>

#### **What is the service offer?**

The provision of cycling related activity as follows:

- Cycling scheme development
- Cycling capital programme development
- Provision of advice on cycling issues for development control and planning applications

#### **How will the service offer be provided?**

The service offer will be provided in-house. In future cycling issues will be dealt with as part of other initiatives such as masterplan delivery. Cycling issues will be covered in this way rather than there being a bespoke cycling team.

#### **What will be different and why?**

The revised service will offer the following:

- Advice on cycling issues including development control and planning applications
- Development and advice on cycling schemes in conjunction with Masterplan process
- Development and formulation of bids for external funding, as and when required
- Development of cycling capital programme schemes in conjunction with other parties

There will be no provision for business engagement (travel planning) apart from work that would be required as part of a planning permission and in those cases it would be a condition that the work would be carried out by the applicant.

The proposals assume that Lancashire Sustainable Transport Fund (LSTF) funding will have ceased and there will be no requirement for the LSTF implementation team

There will be more emphasis on the health related benefits of cycling and active travel

**How does the service offer link with any other service offer(s)?**

There will be links with Health and with the Environmental and Community Projects team

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£0.051m</b>	<b>£0.412m</b>	<b>-</b>	<b>£0.463m</b>

**Bus and Rail Travel**

Service Offer	Bus and Rail Travel (ENV-SEO-2003)
Gross budget 2017/18 (The amount we propose to spend)	£44.906m
Income 2017/18 (The amount we expect to receive)	(£9.200m)
Net budget 2017/18 (The cost to the County Council)	£35.706m

**What is the service offer?**

Bus Services

- Provision of the current network of subsidised bus services to the value of £7.6m per annum
- Management of bus stations/interchanges at Nelson, Chorley, Preston, Accrington and Rawtenstall.
- Revised staff numbers to reflect decrease in provision.
- Provision of timetable information for leaflets, web and other media.

Community Transport

- Provision of dial-a-ride and community car services, working in partnership with mix of LCC and third sector provision.

Concessionary Travel

- Administration of 203,000 passes and 22,000 disabled passes.
- Administration of concessionary travel agreement with 19 bus operators.

### County Information Centres

- Provision of information centres at Preston, Carnforth, Nelson and Clitheroe. Information and ticket sales will be provided at each of these locations.

### Rail service development

- Development of new rail infrastructure for the county in line with Highways and Transport Masterplan requirements.
- Delivery of Community rail partnerships.
- Engagement with Rail North to deliver LCC agenda.

### Vehicle testing

- Contracted vehicle checks at schools

### Provision of specialist transport provision as commissioned for young people and adults

- Mainstream Home to School Transport
- production of 13,500 free passes for statutory pass holders
- Short term emergency transport
- Re-imburement to parents to provide own transport
- ACERS
- Statutory cohorts:
- Permanently excluded
- Medical Needs
- Not on a school role/hard to place
- Primary pupils require an escort
- Adult social care transport provision.

Note – specialist transport provision requires cross reference to reviews being undertaken in CYP and ACS

### Other transport provision

- Provision of tramway facilities on Fylde Coast and Knott End Ferry.

## **How will the service offer be provided?**

The service will generally be provided as follows:

### Bus services

- Route planning to maximise benefits and income levels for subsidised bus services
- Procurement of operators for individual routes
- Bus station management through mix of contracted arrangements and direct management. By 2017 – manage all facilities in house or contract in for all?

### Community Transport

- Revised structure for CT operators to deliver geographic efficiencies and make them as economically viable as possible.

### Concessionary Travel

- Public transport team to negotiate concessionary travel agreement, manage pass production process etc.

### County Information centres

- LCC staffing only at locations where income levels mean they cover costs through ticket sales. This would equate to provision at Carnforth, Clitheroe, Nelson and Preston with the withdrawal of facilities at Burscough and Burnley. Facilities at Burnley and Burscough would be withdrawn with the loss of information and ticketing provision at each location

### Rail

- Officer engagement with community rail groups and rail industry to deliver specific projects and enhancements.
- Rail North funding model and scope still under development with DfT and 30 regional partners – it is anticipated that funding will transfer for delivery.

### Other transport provision

- Provision of tram through partnership with Blackpool Council and contracted ferry service, jointly funded by LCC and Wyre

### Vehicle testing

- Contracted vehicle checks at schools and this may be combined with fleet maintenance under the proposed new structure.

### Specialist Transport

- Route planning and procurement - in house production of passes etc.
- Link to ACS/CYP reviews/ITU to ensure efficiencies and to establish strongest possible eligibility criteria and deliver most efficient form of transport for LCC.
- Costs for no-statutory/intervention etc are invoiced to PRU (they then recoup costs from commissioning school)
- Some pupils will travel by bus and be issued with a bus pass. This is funded via Pupil Access or occasionally by the PRU itself

### **What will be different and why?**

- Enhanced and better co-ordinated rail offer. More local influence of service specification and provision.
- More automation in information provision and pass production – consider reducing frequency of pass replacement - reducing administration burden and requirements on users to regularly re-apply.



<b>How does the service offer link with any other service offer(s)?</b>				
<ul style="list-style-type: none"> <li>Needs to link with reviews of spend/provision/eligibility in CYP and ASHW as well as review of Travelcare/ITU and fleet.</li> </ul>				
<b>Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18</b>				
<u>County Information Centres</u>				
Close Information Centres at Burscough and Burnley, saving of £80k per annum from 2016/17				
<u>Transport Review</u>				
The wider review of transport which will result in the merger of ITU, Fleet and Public Transport will bring efficiencies in terms of number of staff, although at this stage these efficiencies have not been quantified.				
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
<b>Total</b>	<b>£0.658m</b>	<b>£0.081m</b>	<b>-</b>	<b>£0.739m</b>

### Waste Management

<b>Service Offer</b>	<b>Waste Management (ENV- SEO-2013)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£107.795m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£20.119m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£87.676m</b>
<b>What is the service offer?</b>	
The key elements of the service offer are:	
<ul style="list-style-type: none"> <li><b>Recycling and Cost Sharing (£10.2m)</b> Cost Sharing agreements with Waste Collection Authorities will be maintained in</li> </ul>	

2017/18. It should be noted that it is currently anticipated that these agreements will end and a substantial amount of the proposed spend in this area will be saved from 2018/19 onwards. This could be considered as an area for saving if a 'one-off saving' if the equivalent amount can be found in 2017/18.

This element allows for the continuation of third sector re-use credit payments.

- **Landfill (£24m)**

Payment of landfill gate fees, landfill tax, Mechanical Biological Treatment (MBT) process residue offtake fees, costs of application of Organic Growth Media to land and Waste Collection Authority tipping away fees. Assumes 0% waste growth; period 2015/16 to 2017/18.

- **Green Waste (£0.5m)**

Provision of green waste composting facilities through third party contracts in East Lancashire and for surplus compostable material at peak periods from the waste recovery parks.

- **Household Waste Recycling Centres (HWRCs) (£6.9m)**

Provision of 15 HWRCs and 2 facilities providing additional services in Pendle and Wyre. Includes estimated income/cost reduction (-£0.5m) from implementation of charging proposals.

- **Waste Recovery Parks (£47.5m)**

Provision of Waste Recovery Parks at Thornton and Farington. Includes all operating costs, debt repayment, transport costs and previous PFI pass-through costs. Note that the cost is net of income from recyclable sales (-£3.9m). Assumes increase in operating costs based on inflation and £0.5m saving on current operating costs. The provision of Waste Recovery Parks includes delivery of the existing Waste Education Service, Community Sector Programme, Community Liaison and Engagement and Waste Minimisation Service.

- **Transfer stations (£2.4m)**

Provision of 4 waste transfer stations in Preston, Blackpool, Pendle and Lancaster through third party contracts.

- **Miscellaneous**

Remainder of budget provides for miscellaneous costs including clinical waste, abandoned vehicles, tyres hazardous wastes etc and commercial and industrial income (-£1.6m).

### **How will the service offer be provided?**

There will be no change to how the service offer is provided. Namely through a variety of third party contracts, waste operating company and Lancashire Waste Partnership.

However there are the following inherent risks associated with this service offer:

- The continued receipt of the waste PFI grant has been assumed in preparing this service offer. This is however subject to negotiations with DEFRA and would create a £6m shortfall if not received.
- The gross budget forecast and service offer assumes no growth in waste arisings on 2014/15 levels. Any increase in waste arising could significantly affect the service offer. A 1% increase in waste arising was encountered in 2013/14. A 1% increase in waste arising would create an equivalent annual cost of approximately £300-£350k. An accumulative 1% annual increase would create an additional burden on the budget of in the region of £1m in 2017/18.
- Increases in inflation have been applied to the gross budget. No indication of what indexation has been applied, or how, is given. Elements of existing waste contracts have different means of applying indexation. Any increase in indexation above that which has been applied to the gross budget may affect the service offer.
- A notional rate of diversion from landfill at an average cost has been applied to the service offer. The ability to achieve diversion at the assumed rates is uncertain at this time.
- Unforeseen increases in WRP operating costs, particularly in relation to increased maintenance, lifecycle, repair/rectification and utilities costs may affect the assumptions in the service offer.
- Reduction in income in relation to HWRC charging proposals, commercial and industrial, sale of recyclables and PFI grant may affect the service offer.
- There is the potential for increased costs as a result of re-tendering process for HWRCs, green waste and transfer station contracts.

### **What will be different and why?**

Behavioural Change and Raising Awareness - Waste Minimisation Initiatives (£0.052m) will not be funded by the Waste Management Group. Waste minimisation initiatives and projects will be provided jointly with the waste company as a function of the waste recovery parks. Funding for initiatives will be sought externally or met from the company operating costs or the waste management budget; where a suitable business case for such initiatives exists.

Income will be generated at the household waste recycling centres by charging for some non-household waste types, namely, soil, rubble and plasterboard. The decision to consider options for the introduction of charges for, or limits on, non-household waste types was taken by Cabinet in January 2014. The implementation of a charging policy for these wastes will have the additional operational benefits of reducing the amount of this type of waste delivered. This will help to reduce congestion on site and the reduction of quantity of non-household waste will benefit future procurement

exercises. Fly-tipping could occur as a result of the implementation of charges, however, it would be anticipated that such action will generally only be short term; after the initial introduction of the policy. Furthermore, allowing a limited amount of free disposal and setting charges at a 'reasonable' level (based on cost of dealing with the waste) will help to mitigate the risk of fly tipping.

The two waste plants will in future operate outside of the waste PFI arrangements, within a publically owned company, which will enable the Council to reduce significantly future waste processing costs.

**How does the service offer link with any other service offer(s)?**

None

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

A large percentage of the overall budget reduction (circa £18m) will be achieved in 2015/16 through the changed arrangements of the waste PFI and through charging for non-household waste received at our household waste recycling centres. However a one-off payment of approximately £6m will be necessary in 2015/16 as part of the agreed financial settlement of the waste PFI changes.

The remainder will be achieved over the two remaining years.

It should be noted that growth in the waste budget and the risks outlined above will need to be managed throughout the period.

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
<b>Total</b>	<b>£18.000m</b>	<b>£1.053m</b>	<b>£1.000m</b>	<b>£20.053m</b>

**Other Environment Services**

<b>Service Offer</b>	<b>Asset Management (Highway) ENV- SEO-2001</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£0.995m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£0.087m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£0.907m</b>

### **What is the service offer?**

The service will focus on delivering the functions listed below. Some of these functions are generic to a wide range of assets and asset characteristics, and the scale and scope of the functions undertaken will be heavily dependent on the staff resources and skills available, and the successful integration of core systems. There will need to be choices made around prioritisation of activities, commensurate with resources.

#### **Proposed Asset Management Functions**

- Provide and review strategy, policy and programmes for the management, improvement and maintenance of highway assets, including the Highways Capital Programme
- Provide and implement strategies for data gathering associated with the above
- Undertake data analysis associated with the above, to include deterioration modelling, strategic risk assessment, performance monitoring and measurement, and lifecycle optimisation
- Maintain appropriate inventory and other records relevant to the highway asset, including adoption status, treatments undertaken, and ownership investigation
- Lead on the development, review and maintenance of the Transport Asset Management Plan, the Highway Maintenance Plan and other highway related plans, strategies and technical standards.
- Lead on the provision of annual highway asset valuation for Whole of Government Accounts.
- Lead on the management and development of the highways claims strategy, including data analysis.
- Deliver the function of LCC Street Custodian, including maintenance of the County Council's element of the National Streetworks Gazetteer, and ensuring its regular population with Associated Street Data.
- Develop and maintain an inventory of key drainage infrastructure, and statutory flood risk asset record and register, to support the County Council's role as lead flood authority, to include information on Sustainable Drainage Systems (SuDS) adoption, designation, condition and ownership as appropriate.
- Manage the receipt, analysis and dissemination of traffic accident statistics data.
- Develop strategies for, and manage highway related energy consumption and associated payments
- Provide strategies for the collection and maintenance of data to support highway search enquiries, and maintain a system facilitating public and other external enquiries
- Lead on the annual review and confirmation of Fees and Charges for highway and flood related assets.

### **How will the service offer be provided?**

The Asset Group will focus on outcome based commissioning functions, with delivery of support activities such as inspection provided by Highways and made available to Asset through core systems. In providing and reviewing strategy, policy and programmes, Asset Group will provide a lead role and convene operational technical

input from Highways officers as necessary.

### **What will be different and why?**

The following current Asset Management Group functions (and a number of staff) will move to Highways;

- Deliver highway co-ordination and streetworks management services in line with the Traffic Management Act 2004 and New Roads and Streetworks Act 1991.
- Manage and deliver safety and condition inspection programmes for highway and drainage assets, and provide the data collected to Asset Management to inform asset management lifecycle planning.
- Provide, review, maintain and deliver an effective winter service strategy, including route optimisation, salt procurement and consumption monitoring, and the specification and procurement of weather prediction services.
- Provide quality control services, including materials testing and specification, coring, reinstatements, analysis of materials failures, and processes associated with the delivery and recording of defect rectification

For clarity, Highways will fulfil the following roles in supporting Asset Management functions;

- Contribute technical input to the development, review and maintenance of the Transport Asset Management Plan, the Highway Maintenance Plan, and other highway related plans, strategies and technical standards by the Asset Management Group.
- Contribute as necessary to the annual asset valuation for Whole Government Accounts by Asset Management Group.
- Ensure that appropriate technical standards, maintenance plans and strategies are adhered to in relation to the County's highway assets.
- Contribute information to Asset Management for maintaining the LCC element of the National Streetworks Gazetteer.

In order to make the targeted third party cost saving for the service of £41646, the following adjustments are proposed:

Video Surveys; reduce allocation from £50k to £20k: by 2017/18 the initial video survey of the network will have been completed and the demand will be for occasional updates in particular locations, hence the scope to reduce the allocation.

Visual condition surveys; by 2017/18 the video inventory will reduce the need for some visual condition data collection, a reduction from £30k to £25k is proposed.

Miscellaneous; a reduction from £15k to £8k is proposed.

The effect of this is that data collection in the new service offer will be more technology led, helping to maximise the benefits of core systems.

**How does the service offer link with any other service offer(s)?**

The service offer links closely to Highways. Asset Management will provide the policy framework for Highway functions, and determine strategic priorities and programmes of work for Highways to deliver. Highways in turn will contribute to meeting Asset Management's data and operational/technical information needs.

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

Transition plan assumes no further VR savings, which may not be the case. The savings target of £106k to be achieved through a reduction in management costs in 2015/16 of £64,354, and the third party cost reductions as previously described of £41,646 delivered in 2017/18

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£0.064m</b>	-	<b>£0.042m</b>	<b>£0.106m</b>

<b>Service Offer</b>	<b>Countryside, Public Rights of Way and Environment &amp; Community Projects (ENV- SEO-2015)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£1.529m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£0.092m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£1.437m</b>

**What is the service offer?****Countryside**

- Targeted maintenance at the County Council's 93 countryside sites for residents and visitors, prioritising the most popular sites.
- Support our network of over 100 volunteer rangers to facilitate access to the countryside.
- Provide a small countryside events programme, focussing on residents in Priority Neighbourhoods.

**PROW**

- Of the 5,500 km of Public Rights of Way, a 'core' network to be defined and most maintenance to be prioritised on this core.
- Investigate complaints about the network and take action, with a focus on the 'core' network.
- Maintain the Definitive Map & Statement and use powers to create, divert or extinguish public paths.
- Support local delivery of PROW maintenance.

**Environment & Community Projects**

- Project support for communities to improve their local environment, especially in Priority Neighbourhoods.
- Support for the development and implementation of strategic projects that improve health and the environment, especially in Priority Neighbourhoods.
- Implementation of the Forest of Bowland AONB Management Plan (if Defra and partner income continues).
- Ongoing support for the implementation of the Priority Neighbourhoods programme.

**How will the service offer be provided?**

- Much greater integration and joint working between staff in the countryside, PROW and environment & community projects teams.
- Peripatetic staff will work across disciplines to support a wide range of service objectives.
- Service provision will be prioritised to the most marginalised communities and the areas of greatest need.
- Strengthened partnership working, particularly with district councils (eg community projects, home energy projects) and parish councils (eg PROW local delivery scheme).
- Continued support for volunteers to assist with delivery, especially in the countryside service.

**What will be different and why?**

A budget decision was taken in February 2014, as part of the County Council's Medium Term Financial Strategy, to reduce the Countryside Service and the Public Rights of Way Service by £0.548m per annum.

This service offer recognises the severe impact that such a sizeable budget reduction would have on the service, and takes the opportunity to make a small enhancement to the staffing and operational resources in this area in order to reduce the severity of the service impact.

The service areas which will not now be as severely impacted are:

- Maintenance of the Public Rights of Way Network. We will continue to define and maintain a core network and repair only health and safety risks on the other parts of the network. But we will put more resources into this service than originally proposed to reduce the impact of the budget reductions on residents and visitors.
- Countryside site maintenance. We will undertake more maintenance than was proposed, but this will still be at a significantly reduced level compared to current levels of maintenance.

**How does the service offer link with any other service offer(s)?**

The service offer is not dependent on other service offers, and any links will be minor. There may however be an impact on the service offer for Highways (Operations) because there will be reduced spending on countryside site maintenance. This will



affect the income of the Response Team in Highways Operations since the team carries out most site maintenance.

Income will be maintained through long term rental agreements for land and property; and from car parking income at countryside sites.

Some staff time will be recharged to capital projects (eg, East Lancashire Strategic Cycle Network).

External grant income (eg Forest of Bowland AONB grant from DEFRA, Pennine Bridleway ranger) will be pursued.

Relationships will be established with the Programme Office; and the Well Being, Prevention & Early Help Service to maximise opportunities for external income.

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

2015/16 – reductions in management costs.

Reduction in staff costs for PROW and Countryside.

Cessation of PROW agency agreement with Pendle BC.

Identification of core PROW network to prioritise maintenance.

Formalisation of hierarchy for prioritising action on reports and complaints on PROWs.

2016/17 – reductions in staff costs (grade 10 and below) and restructure of staffing profile to facilitate multi-disciplinary roles.

Reductions in levels of service (to agreed service standards) to accommodate reductions in operational budget (eg PROW maintenance, countryside sites maintenance, community project support budget).

2017/18 – Implementation of service changes.

The service offer is based on budget decisions already taken as part of the County Council's Medium Term Financial Strategy 2014/15 to 2017/18. The previously agreed savings target has been reduced by £0.093m and there is no reduction in the service offer as a result of these proposals.

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
<b>Total</b>	-	<b>(£0.093m)</b>	-	<b>(£0.093m)</b>

<b>Service Offer</b>	<b>Design and Construction (ENV- SEO-2002)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£8.503m</b>
<b>Income 2017/18 (The amount we</b>	<b>(£9.752m)</b>

expect to receive)	
Net budget 2017/18 (The cost to the County Council)	(£1.249m)

### What is the service offer?

#### Bridges & Highway Improvements

- Design services to facilitate the delivery of the highways capital programme
- Design services to implement the outcome of the ongoing 'masterplanning' exercise
- Design services to develop schemes funded from various external grant sources
- Design services for 278 agreements for private developments within the county
- Miscellaneous revenue activity of existing highways structures.

#### Bd&C

- Design consultancy services to deliver the county council's capital programme
- Design consultancy services as traded service to schools through the PrOP scheme or individual Service Level Agreements, including the management of service contracts on their behalf.
- Delivery of the county council's repair and maintenance programme, including the management of service contracts for the retained portfolio (LCC's own buildings)
- Fulfilling our statutory obligations in respect of the management of asbestos
- Fulfilling our statutory obligations in respect of the management of legionella
- Fulfilling our statutory obligations in respect of safety at sports grounds

#### Rural Regeneration, Planning & Development Support

- Landscape design services to support county council highway capital programme and other county council capital programmes delivered via Bd&C
- Development support to LCC and district council development control groups
- Ecology advice to county council capital programme projects and LCC development control group.
- Ecological consultancy services to third party organisations.

### How will the service offer be provided? What will be different and why?

#### Bridges & Highway Improvements

The bridges service will continue to operate as it currently does whilst the highway improvements service will be provided by an increased cohort of design staff under a similar management structure to that which exists now. The increased staff will be recruited to deal with a capital programme that is expected to remain relatively static and therefore have more capacity within the group to reduce the amount of work that is outsourced to our consultancy partner Jacobs. This will lead to an increased level of internal income recovery which in turn will lead to an increased level of surplus to support the council's revenue activity. This strategy is dependent upon a successful

recruitment strategy being implemented to ensure the additional staff are in place with the right skill sets to undertake the work that previously would have been carried out by Jacobs.

It is the increase in staff, and hence internal workload that will provide the additional income to support the overall Design and Construction efficiency target.

### **Building Design and Construction (Bd&C)**

The service offer will be delivered by a more streamlined and more disciplinary specific management cohort. This will lead to a reduction in staff expenditure at management level, supporting the overall Design and Construction efficiency target. However a smaller management cohort may lead to; less resource to deal with complaints and ensuring they are dealt with in an adequate manner. As a result of the uncertainty over the capital programme beyond 2015/2016 it will be necessary to continue to operate with a significant cohort of temporary staff with the following issues;

- Risk of high turnover of staff
- Need to train new staff with regard to our operational procedures
- The rising cost of temporary staff potentially in excess of permanent staff salary levels potentially leading to claims from permanent staff to be paid commensurate with temporary staff.

The building surveying function brings together the current Bd&C staff and those currently within Corporate Property Group to provide a much more coherent service to our clients, the schools of Lancashire by ensuring the two elements of the building surveying team work better to support each other as opposed to potentially working against each other.

Currently the role of the 'Building School for the Future' authority representative is undertaken from within Bd&C. This role is involved in the management (financial and commercial) of our 25yr PFI contract across BSF secondary schools. The operational management of this contract is currently carried out within the procurement service and it is anticipated that the authority representative role will also move under procurement in the new organisation.

### **Rural Regeneration, Planning & Development Support**

These services will be provided by an increased team to ensure a wider skill set of resource across all areas of this team and reduce the need to outsource work to our consultancy partner. There will be a more rigorous approach to ensuring fee agreements are in place before work is carried out, and that these fees are claimed at the appropriate times, particularly with regard to ad hoc ecological advice that may be given out. This stricter approach to how fees are recovered will support the overall Design and Construction efficiency target.

### **How does the service offer link with any other service offer(s)?**

The service provides design and construction services to various other parts of the new organisation to enable other service offers to be delivered. It will place great emphasis on being responsive to the needs of all of its users to ensure that agreed

targets and outcomes are achieved and effective communication is maintained.

**Outline annual transition plan which sets out the savings profile for 2015/16 , 2016/17 and 2017/18**

It is anticipated that the reduction in the Bd&C and Lancashire Highway Service management cohorts will be delivered in 15/16, hence reducing the expenditure by £108,000 along with the increased staffing levels within highways and bridges which will increase the expenditure by £347,126, an increase that will deliver the increased income levels to meet the anticipated 2017/18 Design and Construction budget. These two issues combined will mean an overall staffing increase of 6 FTEs to meet the service offer target.

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
<b>Total</b>	<b>£0.108m</b>	<b>£0.220m</b>	<b>-</b>	<b>£0.328m</b>

<b>Service Offer</b>	<b>Planning (including Development Management, Planning &amp; Transport Planning) (ENV- SEO-2016)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£1.752m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£0.413m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£1.339m</b>

**What is the service offer?**

- Determination of planning applications for the County Council's own developments,
- Determination of planning applications for minerals and waste developments.
- Monitoring of minerals and waste sites against planning conditions.
- Investigation of breaches of planning control.
- Providing ecology and archaeology advice to the County Council
- Maintain the Historic Environment Record (this may transfer to the corporate research service offer).
- Prepare, monitor and review the Minerals and Waste Local Plan and Municipal Waste Management Strategy
- Targeted monitoring and commenting on the Plans and Strategies of Lancashire and Neighbouring Authorities
- Represent the County's Council's interests as infrastructure and service provider for the principal areas of transport
- Support joint working in preparing Lancashire's Local Transport Plan and the Annual Programme
- Devise and deliver transport solutions to improve Lancashire's transport system, alleviate current problems and support new development and growth
- Deliver environmental policy and advice to other service areas and externally in

support of the County Council's interests and objectives

- Provide advice and ecological solutions for the protection and enhancement of Lancashire's natural heritage
- Maintain up-to-date information to support development proposals and ensure outcomes compatible with biodiversity interests
- Preparation of the Forest of Bowland AONB Management Plan

#### **How will the service offer be provided?**

- Closer working between the development management team and planning team.
- The transport planning team and planning/development management teams will be supported by a generic team of technical professionals.
- Ecology and archaeology advice will be provided to the County Council only, and to schemes considered strategically important by the County Council.

#### **What will be different and why?**

Planning decisions will be slower compared to current rates of determination, but resources will be prioritised to ensure the County Council is not at risk of falling below national standards of performance.

- Greater officer delegation will be sought for applications under Regulation 3, applications having a small number of objections, and for applications where permission is not granted. This will make the best use of the staff resources available.
- Some sites will operate outside of planning control longer than normal because of a reduced monitoring regime
- Possible reduction in quality of applications from developers (including internal schemes).
- District Councils will need to procure ecology and archaeology advice elsewhere.
- Reduction in resources available to carry out technical work (transport modelling, sustainability appraisal, other planning and environmental assessments).
- Reduction in third party income (Government grants, district payments, private sector information requests, planning performance agreements)
- Capacity issues leading to a need for greater prioritisation in the number of schemes we can support.

#### **How does the service offer link with any other service offer(s)?**

The offer assumes the transfer of three specialist advisers into the Programme Office. The information parts of the service (eg, HERO, LERN) may transfer to the corporate research service.

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

2015/16 – reductions in management costs in line with council transformation timetable.

Reduction in staff costs for development management.

Cessation of Ecology SLA with district councils.

Establish or renew SLAs with districts for land use planning and transport planning.

Implementation of charging scheme for pre-application advice for external planning applications.

2016/17 – reductions in staff costs (grade 10 and below) in line with council transformation timetable.

Restructure of staffing profile towards close joint working of development control and planning policy teams.

Reductions in levels of service (to agreed service standards) to accommodate reductions in operational budget.

2017/18 – Implementation of service changes.

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
<b>Total</b>	<b>£0.081m</b>	<b>£0.177m</b>	<b>-</b>	<b>£0.258m</b>

<b>Service Offer</b>	<b>Central Lancashire Master Plan Delivery (ENV- SEO-2005)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£0.220m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£0.546m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>(£0.326m)</b>

**What is the service offer?**

- Delivery of the County Council's transport programme published in the Central Lancashire Highways and Transport Masterplan over the next ten years.
- Delivery (via £350 million capital programme) of four major road schemes, public transport improvements and public realm enhancements delivered to support housing development and economic growth across Preston and South Ribble.
- New road space built, public transport prioritised along key corridors into Preston and between Leyland and Chorley, and public realm improvements in city, town and local centres.

**How will the service offer be provided?**

A dedicated, multi-disciplinary master plan delivery team has been established providing civil engineering, transport planning and environmental planning resources to deliver the programme of works.

**What will be different and why?**

No reductions proposed.

**How does the service offer link with any other service offer(s)?**

Delivery of the service offer does not depend on other service offers.

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

No reductions are proposed. Five additional posts are to be added to the team in 14/15 and 15/16. The income calculation assumes the five posts, together with the existing 8 posts, will continue to charge their time against the capital programme.

	2015/16	2016/17	2017/18	Total
<b>Total</b>	<b>£0.080m</b>	-	-	<b>£0.080m</b>

**Cultural Services**

Service Offer	Libraries, Museums, Culture & Registrars (ASHW - SEO – 0014)
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£16.815m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£5.130m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£11.685m</b>

**What is the service offer?**

If this service offer is accepted it will not be necessary to close any Lancashire Libraries.

**Face-to- face Offer**

- Develop the network of 74 public libraries in most of the County's largest communities into the face-to-face channel for the public sector by extending the strategic centre concept to district councils (e.g. Delivering Differently in Lancaster etc.) and other public sector services (e.g. police etc.) and the voluntary sector (e.g. advice agencies.)
- Integrate different teams of staff co-located in the same building to offer a seamless service to customers and make those services available across the

full range of hours that each building is open.

#### **Digital Information Offer**

- Recognises that the development of digital services, skills and access will underpin so much of a 21<sup>st</sup> century library service in support of local communities. Central to this is helping people to use vital government online information and services.
- Improve access to information from library buildings using Pnets (Public network computers) or wi-fi in libraries.
- Support people to access information and services online in life-critical areas such as careers and job-seeking; health; personal financial information and benefits (e.g. Universal Credit etc.)
- Ensure that public library staff and volunteers are continually developing their skills.
- Provide 24/7 access to services such as e-books and other online resources.

#### **Health Offer**

- Develop a strategy to emphasise the public library contribution to the health and well-being of local communities.
- Provide a Books on Prescription service.
- Provide a network of local hubs offering non-clinical community space.
- Provide community outreach supporting vulnerable people; Expert staff with local knowledge; Public health promotion activity.

#### **Reading and Learning Offer**

- Build on public demand for a lively and engaging offer with reading groups, challenges, promotions and author events etc.
- Offer free books and reading resources with the aim of growing our e-book service.
- Support and assist people following formal or independent learning paths and those seeking information on opportunities.

#### **Heritage Offer**

- Preserve Lancashire's written and physical heritage.
- Interest, inform and educate people with displays and exhibitions.
- Attract visitors to museums and events across the county.
- Generate income by selling staff expertise and facilities to external organisations.

#### **Culture Offer**

- Support the creation and development of cultural organisations across the county.

#### **Registration Offer**

- Statutory registration of all births, re-registrations, still-births, deaths and marriages and the certification of all statutory register entries.
- Taking of all notices of intention to marry and the delivery of the ceremony programme.
- Approval of venues for marriages and the administration of the legal approval process.
- Issuing of certified copies from the repository and maintenance of the respositor.
- Conduct citizenship ceremonies for new citizens and deliver nationality



checking.

#### **How will the service offer be provided?**

- Physically through the network of community based libraries, museums, registrars offices and the record office
- In community settings by officers working directly with groups and organisations
- Virtually through an increasing presence on the internet with a growing number of digitised resources
- Innovate how services are designed and delivered by developing a range of options:
  - co-design, including planning of services
  - co-decision making in the allocation of resources
  - co-delivery of services, ranging from extending current volunteering opportunities through to community managed libraries
  - co-evaluation of the service

#### **What will be different and why?**

- A greater role local libraries in their communities - bringing creativity, excitement and diversity into the heart of every community with the overall aim to improve the quality of life of individuals and communities. We will do this by involving communities in the co-production and co-delivery of their local service
- A growing number of volunteers replacing paid staff roles
- If it is not possible to recruit and retain volunteers in adequate numbers then other alternative proposals would need to be considered.
- Fewer new books purchased for libraries as budget is reduced
- Fewer specialist staff as functions are merged e.g. broader spans of control for managers; Conservation Team from Museums and Preservation Team in Archives; the Collections Team in Libraries and the Collections Team in Museums etc.
- More delegation of responsibility to middle and first line managers with the reduction in the overall number of managers

#### **How does the service offer link with any other service offer(s)?**

As a community based service, existing links will be maintained and strengthened such as with Young Peoples Service, Public Health and Adult Learning. In addition, links will be made as part of developing libraries as strategic and neighbourhood centres.

#### **Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

There will be a phased transition plan:

**2015/16**

- Initial reductions in staffing levels within libraries and archives.
- First of three reductions in libraries resources budgets
- Production of new staff structure for implementation in 2016/17

**2016/17**

- Integration of management and specialist teams across libraries, heritage , culture and registrars (largest staff reductions in this year)
- Second of three reductions in libraries resources budgets
- First of two reductions in arts budget
- First year of greater community involvement in service delivery

**2017/18**

- Significant increase in community involvement in service delivery with further reductions in staff numbers
- Second reduction on arts budget
- Final reduction in libraries resources budgets

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
<b>Total</b>	<b>£0.920</b>	<b>£2.529m</b>	<b>£1.184m</b>	<b>£5.263m</b>

**Economic Development and Skills**

<b>Service Offer</b>	<b>Adult Learning (ASHW - SEO – 0013)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£10.425m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£13.182m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>(£2.757m)</b>

**What is the service offer?**

Within the new financial envelope for 2017-18, Lancashire Adult Learning will aim to provide the following:

**Skills Funding Agency funded activity – Adult Skills:**

- Accredited Learning, comprising:
  - Work-based diplomas
  - Apprenticeships
  - Traineeships
  - Teacher training
  - Access to Higher Education
  - English, Maths and Languages (for speakers of other languages)

- Employability provision for job seekers
- Provision for learners with learning disabilities
- Other accredited learning, including British Sign Language and Counselling Skills

**Skills Funding Agency funded activity – Community Learning:**

- Mainly non-accredited provision, within the following curriculum areas:
  - Visual and performing arts, Languages, ICT, Health and Well-being, General Studies
- Strand One: Public programme:
  - Advertised programme of learning drawn from the above curriculum areas, delivered in venues throughout Lancashire.
  - Fee-earning provision
- Strand Two: Targeted programme:
  - Delivered in partnership with community organisations, schools, other local authority services and agencies, and targeted at specific groups and geographical areas where needs are greatest. Comprises:
    - Family learning
    - Personal and Social Development
    - Community Development

**Full cost recovered activity (not funded through Skills Funding Agency; not subsidised):**

- Residential and non-residential programme
- Income generating
- Non accredited programme of learning related activity, including:
  - Weekend, full day and half day courses drawn from the curriculum areas identified above
  - Concerts and exhibitions
  - Recreational activities taking advantage of accommodation and location

**How will the service offer be provided?**

The service offer will be provided in the same way as it is currently but with a lower level of staffing. If any of these reductions impact upon teaching staff this will mean that we are unable to deliver the contract value allocated by the Skills Funding Agency. This would result in clawback of unspent monies in year and a reduction in funding the following year.

Provision at Alston Hall is not dependent upon Skills Funding Agency subsidy (full cost recovered). If the area fails to generate a significantly increased level of income within two years, the service would expect to discontinue provision. Optionally, the service could discontinue the provision in order to reduce expenditure, although this will have a net nil impact on budget. If the level of activity remains unchanged, the closure of Alston Hall would result in a net saving of £136,000. The intention is that this would offset anticipated reductions in SFA funding.

However, if the level of activity is increased, as planned, that saving would turn into a potential loss of income, if Alston Hall is closed.

The Skills Funding Agency, rather than the adult learning service determine what can

and cannot be funded, and use their funding methodology to weight the funding towards government priorities. Each year, some new areas of learning are funded, and some are removed from funding, for example, 16-18 year old apprenticeships and traineeships are currently better funded than other provision. We cannot predict at this stage what these will be, although it is unlikely that the priorities will change radically over the next few years.

Where changes in priority do take place, this will be because of changing national priorities, not because we aim to economise on the use of funding from the Skills Funding Agency. This is a contractual requirement of the work we do with the agency, who require auditable evidence annually that 100% of the funding they provide has been used for the learning delivered.

Access to Higher Education is currently under-recruiting students and if this does not improve in 2014-15, it may be appropriate to withdraw that learning. However, the purpose would be to replace it with other provision to meet contract value, not to reduce the overall value of the learning programme, which we are not able to do, without losing funding. In addition, recruitment onto teacher education programmes is uncertain, and may be subject to review over the coming two years.

Provision at Alston Hall is not dependent upon Skills Funding Agency subsidy. If the area fails to generate a significantly increased level of income within two years, the service would expect to discontinue provision. Optionally, the service could discontinue the provision in order to reduce expenditure, although this will have a net nil impact on budget.

#### **What will be different and why?**

In order to maintain the value of Skills Funding Agency monies received, there can be no reduction in teaching and learning activity. Changes, where they take place, will be in the selection of areas of delivery in favour of those which are more efficient, generate higher learner numbers and are less resource intensive – see above possible changes to Access to HE and Teacher Education. However, it must be borne in mind that Providers of learning are subject to the requirements of central government and SFA in determining the curriculum balance

Alston Hall will continue to offer full cost recovery programmes, with the potential to increase income. If staff levels are reduced, as in the proposal outlined in this document, it would lead to a reduction in income and increase the possibility of closure

#### **How does the service offer link with any other service offer(s)?**

Health and Well Being

Digital Inclusion

Working with families

Libraries, museums and heritage

Community development (community asset management / third sector)

LEP (skills training and qualifications, especially apprenticeships, traineeships)

LAL is already working closely with LCC services involved in all of the above

Adult learning will cease to exist if it is unable to maintain the allocation from the Skills Funding Agency. Any reduction in provision not only cuts that allocation but also removes the opportunity to charge course fees. LAL must therefore maintain volume of provision of higher value courses to achieve contract value. The Fee Policy approved earlier this year represents the balance between charging a fee which realises the income needed, and not "pricing ourselves out of the market"

Full cost recovery courses at Alston Hall do have the potential for growth and development, with a real possibility of increased income.

<b>Service Offer</b>	<b>European Social Fund Skills &amp; Development (CYP-SEO-4020)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£6.708m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£6.708m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£0m</b>
<p><b>What is the service offer?</b></p> <p>Two European social fund projects:</p> <ul style="list-style-type: none"> <li>• The first project aims to reduce the numbers of young people who are NEET.</li> <li>• The second project aims to improve the skills of employed adults aged 25 or over.</li> </ul>	
<p><b>How will the service offer be provided?</b></p> <p>These projects are contracted out through a network of learning providers mainly FE colleges and private training providers. LCC manages the performance of the network and the relationship with the funding body the Skills Funding Agency.</p>	

**What will be different and why?**

Both of the projects will end in March 2016. We will however, seek to continue this service by bidding for funds in the 2014-2022 ESF programme.

**How does the service offer link with any other service offer(s)?**

We will seek to continue this service by bidding for funds in the 2014-2022 ESF programme.

<b>Service Offer</b>	<b>Economic Development (OCE-SEO-5005)</b>
<b>Gross budget 2017/18 (The amount we propose to spend)</b>	<b>£2.842m</b>
<b>Income 2017/18 (The amount we expect to receive)</b>	<b>(£0.023m)</b>
<b>Net budget 2017/18 (The cost to the County Council)</b>	<b>£2.818m</b>

**What is the service offer?**

This service offer provides the strategic capacity and support to help shape, lead and secure the County Council's economic development and housing growth objectives, including strategic skills/transport infrastructure priorities.

The service offer also provides the partnership engagement, programme and project management capacity, as well as case-making and external funding expertise, needed to support the development and delivery of the County Council's growth priorities.

The economic development service offer also provides the leadership and core capacity to support the development and delivery of the priorities of the Lancashire Enterprise Partnership (LEP), which is a wholly owned company of the County Council. Key LEP projects include the Growing Places Investment Fund, Lancashire Enterprise Zone, City Deal, Growth Deal and European Structural & Investments Funds Programme.

Local Enterprise Partnerships are increasingly recognised as the primary partnership vehicles to deliver devolved national and European growth programmes.

The service offer is also responsible for utilising the commercial and external funding, managing and delivering the objectives and priorities of Lancashire County Developments Ltd (LCDL), the County Council's economic delivery vehicle, consistent with LEP frameworks.

**How will the service offer be provided?**

The service offer will continue to be provided by the core economic development service which already links with other relevant County Council service offers, as well as a range of public and private sector partners to secure the objectives of the County Council.

Going forward, the service offer will continue to develop new and innovative ways of delivering the County Council's economic development objectives with external partners, and by maximising devolved funding opportunities such as future Growth Deals and ESIF investment frameworks.

**What will be different and why?**

The economic development service offer has been fundamentally redesigned in recent years. The service is now successfully focused on developing and progressing key priorities using a range of innovative approaches.

The challenge for economic development and linked service offers is to ensure the delivery of economic development, skills and strategic transport programmes and projects of national significance.

With limited mainstream revenue opportunities, there will be a need to leverage the full benefit of the County Council's capital programme and land assets to deliver agreed growth priorities.

However, there will also be opportunities to further streamline operational arrangements, in relation to the way County Council delivers its service offers, and especially in relation to the wider learning/skills offer.

There will also be opportunities for the pooling of local authority resources across Lancashire to achieve shared economic objectives, though this will be dependent on local authorities developing more collaborative and binding arrangements.

Given the scale and complexity of the continued case-making and scheme delivery, there will also be a need to ensure relevant legal and financial support is aligned to this effort. The new structure aims to provide dedicated capacity in this regard.

**How does the service offer link with any other service offer(s)?**

Given the scope of economic development, and in order to deliver agreed priorities, there is a need to co-ordinate the inputs of other service offers, including strategic transport, planning, property services, adult learning and specialist legal and financial support functions.

References to others service offers have already been highlighted.

**Outline annual transition plan which sets out the savings profile for 2015/16, 2016/17 and 2017/18**

The proposed budget framework for the economic development service offer, once the income factors outlined above are addressed, will be managed by further changes in

staffing inputs.

The economic development service has no significant third party costs to manage except costs of managing and developing the LCDL company assets and use of the New Homes Bonus.

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
<b>Total</b>	<b>£0.443m</b>	-	-	<b>£0.443m</b>



## **Service Offer Equality Analysis**

**8 January 2015**

An equality analysis has been produced to accompany those service offers where officers consider there is a potential significant impact on communities within Lancashire. Where no equality analysis has been produced we will consider further the potential impact of the service offer and, where appropriate, develop and refine our equality analysis over the period of consultation.

During November and December 2014 we consulted on Service Offer proposals put forward by the County Council's Management Team. Feedback from this consultation has been provided as part of the agenda items presented to Cabinet on 8 January 2015.

All equality analysis will be subject to ongoing review and further development where appropriate.

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Section 4

# Equality Analysis Toolkit

**Adult Disability Provider Services  
(In House Domiciliary Services)**

**November 2014**

## **Name/Nature of the Decision**

Adult Disability Provider Services Service Offer (In House Domiciliary Services Review)

## **What in summary is the proposal being considered?**

The project will concentrate on reducing the size of the In House Countywide Domiciliary Service. The project will review the existing supported living arrangements within the in house Domiciliary Service and make proposals to reduce the size of the service, over the next four years by exploring the availability of more cost effective supported living arrangements for some tenants

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief

- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

People with learning disabilities who may also have some physical disabilities.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

People with a learning disability living in shared supported tenancies throughout the whole of Lancashire.

Lancashire county Council supports over 3200 adults with a learning disability including around 360 people who live in residential or nursing care. Over 2700 people are helped to live at home with over 1800 of those living in supported living within Lancashire. There are 794 individual or shared living schemes. 591 of these that have some form of night time support.

No one is supported in a house with more than 6 tenants sharing and the most frequent size of tenancies is three and four person schemes.



Approximately 25 % of those people in supported living fall into the age band of 45-54 with the next highest (Approx 20%) falling into the 34-44 age group. Both the 25-54 and 55-54 age groups have approximately 18% each of the population living in supported living.

Approximately 11% of the population in supported living are over the age of 65. Approximately 2.5% of Supported Living tenants are of BME origin.

There are as twice as many men in supported living than women.

The current level of vacancies at June 2012 was 125 accounting for about 7% of the overall capacity.

## **Question 2 – Engagement/Consultation**

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

The scope, actions, targets & outcomes of the project have yet to be determined however consultation with service users, their families, other providers and internal colleagues e.g Commissionign, PSC & Contracts, will be undertaken within an appropriate timescale to ensure that feedback will influence the direction of the project as necessary.

## **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few

metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

Further consideration of the potential impact will be assessed and added to this document later.
--

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

The Remodelling of Learning Disability Support Accommodation within the independent sector is running in parallel and the number of providers may reduce as a result of this programme, leading to a reduced choice to those service users seeking alternative provision

The programme of activity to be undertaken by the Remodelling Team is not intended to heighten disadvantages amongst any of the above groups and have used the following reference in support of this aim.

Commissioning Intention 5 states that we will 'Work with District Councils and housing partners to develop alternative types of accommodation which provide choice, enables people to retain their independence and whenever possible provides a home for life'.

Included in the actions to achieve this are :

To ensure that those people with learning disabilities who live in supported living schemes are supported in the most appropriate, flexible and cost effective way based on the principles of self directed support, maximising the use of personal budgets and universal services.

To remodel current supported living situations for people with learning

disabilities to ensure that there will be a range of housing options available for people to choose from.

The Remodelling activity was commenced to support;

1. The County Council's response to Personalisation, now identified within future legislation - Care and Support Bill.
2. The development of self directed supports in Lancashire
3. Citizens living in existing supported living fully understand the impact of self directed supports and what their choices and options may be.
4. Achieve a range of affordable housing and support options that maintain the integrity of self directed supports.

The remodelling activity will aim to improve life opportunities and maintain a range of affordable models of support and the review of the in house Supported Living provision will reflect these intentions.

The Remodelling Team have however noted that there are risks within the existing model of supported living that impact on choice, particularly in relation to vacancies and voids.

The planned activity however will aim to address these risks and seek to minimise the impact of the model on choice and control, thus reducing the impact of any perceived inequality.

Consideration will also need to be given to any changes to housing benefit and how this may influence the way vacancies will be looked at by district councils.

Other proposals which will impact on this proposal include the review of Supporting People, Telecare and the integration of health & social care

## **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Continuing with the Original Proposal as this will identify any issues which arise as a result of the review, these will then be considered.

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

1. Families and individual tenants who have been in receipt of support from the in house ADS Domiciliary Service (for over 20 years in some cases, when they were resettlement from the long stay hospitals) may not wish to move their support over to an external provider. Removing their choice to stay with the in house provider may prove problematic for some families.
2. The savings can only be made following the successful re-tendering of identified tenancies, which is dependent upon external providers being willing and able to deliver the required support within the level of the individual budgets of the tenants.

The above factors identified in 1. will be addressed in each tenancy with

tenants and their relatives during the review process when their choices regarding future care and support will be discussed in detail. In regards to 2.detailed discussions will take place with all potential providers facilitated by LCC Commissioners and Contracts

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The context of this project is that it will run in parallel to the Supported Accommodation Review led by Commissioners and PSC, the Review of the LD Provider Framework and the work to generate FACE assessments of all 320 individual tenants, under the direction of PSC. This project will be very complicated as it will impact on 320 tenants, their families and approximately 820 overall staff within the current provider service, as well as several Housing Associations.

The level of financial savings required by the Council means that consideration must be given to reducing in house supports for people with more moderate needs, especially as there are other external providers who can offer a similar quality service at a more competitive rate. It is essential that this review of in house Supported Living is undertaken in parallel with a similar review of external provision under the 'Remodelling of Supported Accommodation Proposal', as there will be common issues raised within both projects which need to be considered together in order to develop a cohesive overall strategy for the future of all people with learning disabilities who live in supported

accommodation across Lancashire.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

To continue to review the needs of all 320 tenants within the in house Domiciliary Service in order to determine their social care needs and the level of individual budget to be made available to meet these needs. This will then lead to a review of the current supported living arrangements and whether the tenants can be supported by other providers who can offer a good quality service at a more competitive rate

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Project Board  
Customer Feedback  
Person Centred Reviews  
Feedback from:  
    PSC Review Team  
    Commissioners  
    Contracts  
    External Providers  
    LCC Shared Lives Service

Equality Analysis Prepared By Heather Bryan  
Position/Role Service Improvement & Modernisation Officer

Section 4

# Equality Analysis Toolkit

Care Navigation

For Decision Making Items

November 2014



## **Name/Nature of the Decision**

Care Navigation Service Offer

## **What in summary is the proposal being considered?**

The service offer is to increase the provision of Care Navigator staffing within the Care Navigation/Brokerage service. Although the overall pay budget is reducing there is sufficient funding available to increase the provision and provide a wider service offer to encompass work that is currently undertaken by Social Workers in relation to Residential Care findings for the citizens of Lancashire. There will also be a wider provision of support to none Social Care clients otherwise known as private funders, who do contact the service directly but do not wish to undergo a Social Care assessment, and do not require to do so.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

This affects the whole county.

There is no change to the groups of people that would be supported.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity

- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

No

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

The service is continuing in its current service offer from an aspect of who can access it but will have more staff to undertake the work allowing for resources to be freed up from a Social Worker/RASO capacity.

## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

## Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

### **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting

understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

#### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

**Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Equality Analysis Prepared By Katherine Holt

Position/Role Head of Service

Section 4

# Equality Analysis Toolkit

Care Services

For Decision Making Items

November 2014



## Name/Nature of the Decision

Care Services Service Offer

## What in summary is the proposal being considered?

There are 5 elements to the proposal;

1. We will review the number of care homes to establish the overall number of beds required. We will consider a range of issues including condition surveys and occupancy levels in determining whether our current level of provision is appropriate.
2. We will review the number of day centres to establish the overall level of need and to determine whether our current level of provision is appropriate.
3. Alter staff sleep-in procedures for on call arrangements in 15 residential homes for older people.
4. Create additional bedrooms as a result of freeing up staff sleep-in rooms and additional rooms from releasing space in attached day centres
5. Alternative additional hours and "cover" arrangements for care assistants on holiday or absent due to sickness etc in residential care homes.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The impact of proposals 1 and 2 will be dependent on the outcome of review of needs/provision. We will consider the impact on the population, residents and staffing.

Proposals 3 to 5 are all county wide proposals.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

1. Yes residents in residential homes are older people and some have a disability/dementia. (see Q1)

2. Yes service users at day centres are older people and some have a disability/dementia.

Proposals 3 to 5 – no.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

Proposals 1 and 2 only

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

3. Change to provision of on call provision at night, provision will still be provided.

4. Provides additional residential bedrooms.

5. Provides a system to cover additional hours in an alternative manner.

## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

Following the review of needs and provision we will analyse:  
staff employed within homes and day centres that may be affected

## **Question 2 – Engagement/Consultation**

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

Consultation process not in place at this stage. Services will continue to be provided at different locations.

Experience gained during the Care Home rationalisation project which was completed between 2005 and 2009 will be fully utilised. Consultation with residents and service users with regard to their choices of where they wish to move to, and wherever possible an alternative LCC run facility would be provided.

## **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

If the number of homes or day centres were to reduce there may some additional travelling involved with regard to family members visiting residents in residential homes, and service users attending alternative day care facilities.

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot

control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

With regards to transport costs there may be other proposals regarding service users access to transport.

With regards to the transformation of the whole of LCC, current austerity measures and budget reductions may reduce options for staff affected by the decisions in obtaining new employment. The vast majority of staff who might be affected by any change in provision are female part time workers.

### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

The proposals will be developed in line with the service offer.

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated.

Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

The proposals do not result in the cessation of the provision of any services but might impact on where the services are provided.

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The proposal is necessary to help enable the Council to achieve savings targets of £300m. By reducing our costs we are better placed to safeguard front line delivery to residents in Lancashire.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

Our final proposal is to proceed with new Care Services service offer.

### **Question 9 – Review and Monitoring Arrangements**



Describe what arrangements you will put in place to review and monitor the effects of your proposal.

We will develop monitoring arrangements as our proposals develop further.

Section 4

# Equality Analysis Toolkit

**Carers Services**

**For Decision Making Items**

**November 2014**

## Carers Service

### Carers Service - Service Offer

Agreement is being sought to agree to re-procure the carers support service with a revised specification across all areas of Lancashire.

### What in summary is the proposal being considered?

A Lancashire wide carers support service is currently funded on an East, Central and North footprint to provide tailored support to carers. The current providers are n-compass (North), Central and West Lancs Carers (Central) and Carers Link Lancashire (East).

Negotiations are under way with CCG's to secure additional funding as part of Better Care Fund (BCF) arrangements. As BCF plans will not be in place before the start of the tender, the new contract will be an interim arrangement for up to 3 years.

A procurement process will enable a consistent service to be commissioned supporting carers in their role, preventing a deterioration of their mental and physical wellbeing which will also support service users to maintain their life opportunities. Procurement will be undertaken in 5 lots mirroring CCG areas.

The re-tendered service will not significantly differ from the current contract but will include the need to undertake carers assessments on behalf of LCC as the numbers of carers assessment referrals are likely to increase significantly due to legislation changes in the Care Act April 2015. The new contract will focus on:

- A reduction in carer breakdown
- Development of emergency plans (Peace of Mind 4 Carers)
- A reduction in residential care admissions
- Ensuring the carer gets a break
- A reduction in acute admissions to hospital
- Improved health and emotional wellbeing of service users and carers
- Improved life opportunities for carers and service users
- Providing 1:1 support for carers
- Offering carers a carers assessment

- Offering appropriate and timely information
- Offering opportunities for carers to get their voice heard
- Offer opportunities for peer support
- Offer an accessible service

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

There will be a core offer that all carers across Lancashire will have the opportunity to access. However, where additional CCG funding is secured, additional funding will be available that may focus on identification of carers in a health setting and also increase the Time for Me money that is available.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Yes, carers are likely to be caring for people who fall within the protected characteristic categories. Additionally, many carers are older females and around 8.5% of carers are from BME communities.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

Current contract monitoring information reveals that more women use the service than men, which is in line with data from the 2011 census which says that 58% of carers are female. The majority of carers accessing the service are over 45 years with very few carers being supported between 18 and 35 years old. 8.5% of the current carers supported are from BME communities.

The new contract will specify the need to provide specialist BME workers who are able to provide support in appropriate languages.

The new contract is to support all carers over the age of 18 irrespective of gender, religion, beliefs etc. The contract will specify the need to ensure all carers are supported appropriately by offering a flexible service making use of accessible buildings, technology, home visits, facilitating specialist support groups, such as

LGBT support groups etc.

## **Question 2 – Engagement/Consultation**

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

As part of procurement plans, the following methods have been used to consult with various stakeholders:

1. Monitoring visits with current carers service providers
2. Consultation with the Lancashire Carers Forum October 2014
3. Carers will be involved in the tender process
4. On-going discussions with CCG's

The outcome of the consultation was that carers are happy with the current service they receive from the carers service. Particular features that they valued is the Time for Me Grant, the 1:1 support offered by carers service workers and the Peace of Mind emergency planning service.

Additionally, CCGs are keen to ensure that carers services link in with health related services such as hospitals and GP's. They are also keen to ensure that services for carers are provided in neighbourhood localities.

## **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how

serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

The proposal will encourage carers to participate more in public life by ensuring they have the support in place to enable them to have a break from their caring role.

Carers who do feel stigmatised because of the nature of the illness the person they care for will be supported, should they choose, to come together where they can openly talk about their issues and receive relevant information and advice. The need to facilitate social media mechanisms will be in the contract and will enable carers, where appropriate, to communicate with each other providing a source of support and potentially increase carers confidence. It is envisaged that this type of support will enable carers to develop friendships and circles of support to increase their



general wellbeing by feeling less isolated. Interested carers who do not have access to a PC or the skills to use social media will have access to training and will also be able to apply for a grant to purchase a computer/tablet. Carers also have the option to attend various support groups held in areas where they live, such as garden centres.

The new contracted service will have at its guiding principle the need to treat people with dignity and respect. The service will seek to tackle discrimination and harassment of certain groups of carers by challenging discrimination when identified within organisations.

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

There are a number of changes planned that are impacting on carers:

- Care Act 2014– this legislation removes the current eligibility for carers to access a carers assessment increasing the numbers of carers that can access an assessment. In addition, eligible carers from April 2015 will be entitled to a personal budget. Carers services will be providing carers assessment and potentially in the longer term commissioning budgets for carers via the new contract.
- Reduced budgets – General budget reductions and policy changes within the authority may have an impact on carers, for example, reduced formal support for the cared for person, increased service user charges impacting on the family finances, reduced services available. The impact of these changes can lead to greater pressures and stress for the carer.

- Welfare Reform – benefit changes are impacting on carers as fewer people are eligible for benefits to support them and/or the person that they care for. Carers also find the processes of claiming for benefits under the reforms stressful and complicated.
- Help Direct review – the redesign of Help Direct may potentially impact on carers
- Provider Framework – the implementation of the provider framework will potentially impact on carers as providers they currently use may have to change in future

### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

The decision has been taken to continue with the original proposal as it is felt that it has no detrimental impact on particular groups sharing any of the protected characteristics. A communication strategy will be developed with carers services to ensure carers are aware of the support available to them. Consultation will be a major feature of the contract with the carers service which will include local consultation and Lancashire wide.

Monitoring of the contract will include ensuring robust contract monitoring is in place across the protected characteristics.

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

It is highly unlikely that there will be any adverse effects on groups sharing relevant protected characteristics, all carers 18 + will be eligible to access the service.

Robust communication and consultation strategies will be put in place to ensure maximum uptake of carers services to support carers around the changes affecting carers.

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The reason for the proposal is to ensure that carers have the support they need to ensure the sustainability of their caring role. Caring for someone can be very demanding and stressful. Carers often require specialised information around, for example, treatment, medication, conditions, getting a break and navigation through the health and social care systems.

Additionally, the Care Act, which comes into force in April 2015 introduces a change in eligibility for a carers assessment which is highly likely to result in greater numbers of carers requiring a carers assessment. The new contract will include the

requirement for the provider to carry out carers assessments on behalf of the Authority to meet the new potential demand.

The potential result of not providing this specialised support is a breakdown of the caring role, which may then lead to costly interventions and services.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

The recommended proposal is to retender the current carers service on a CCG footprint basis (East Lancs, Fylde and Wyre, North Lancs, West Lancs and Chorley, South Ribble and Greater Preston) There is clear evidence that a carers support service is required to support carers to maintain their own health and well being and support them to continue to care.

A procurement process would enable a consistent service to be commissioned supporting carers in their role, preventing a deterioration of their mental and physical wellbeing which will also support service users to maintain their life opportunities.

It is anticipated that all carers 18+ across Lancashire will be able to access the service so no protected groups would be adversely affected.

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

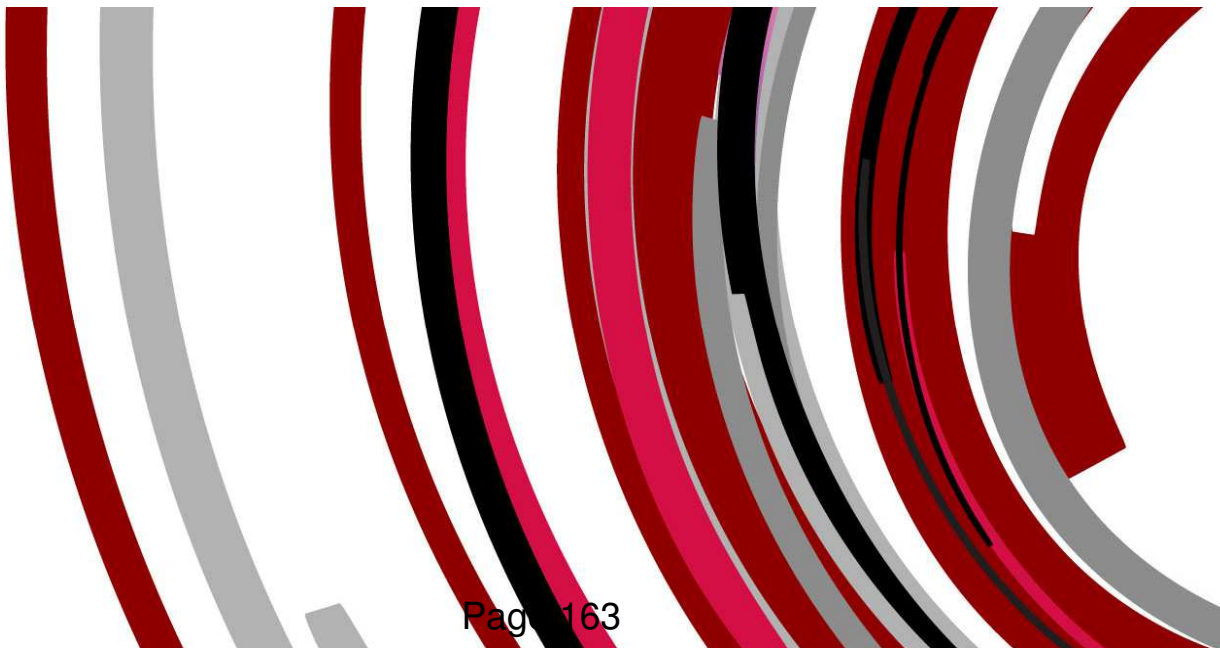
We will review the contract internally every 6 months and with the provider annually.

Progress on development of the newly commissioned service will be reported at least annually to the Multi Agency Carers Strategy Group.

Monitoring systems will take account of the 9 protected characteristic groups.

Equality Analysis Prepared By      Joanne Miller

Position/Role      Carers Strategy Officer



Section 4

# **Equality Analysis Toolkit**

**Adult Social Care (Staff)  
For Decision Making Items  
November 2014**

## **Name/Nature of the Decision**

Adult Social Care (Staff) Service Offer

## **What in summary is the proposal being considered?**

A redesign of Personal Social Care to offer a professional, person centred service focussed on service users and carers having a high quality experience during the time they are in contact with the service. The service will work effectively and efficiently with other organisations for the benefit of service users and carers to deliver the best outcomes for them so that they feel supported, safe, well and protected.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The redesign will affect all staff and all Personal Social Care service users in Lancashire

## **Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief

- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Yes

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)



## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

All staff in Personal Social Care – approximately 500 workers and managers.

All adult service users groups – older people, people with physical disabilities, people with learning disabilities and their carers.

## Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

Staff and management involvement will be included in the redesign workshops and informal consultation will take place to seek the views of all staff on the outcomes of the project.

Formal consultation will take place as part of the eventual restructure

Consultation with other relevant groups will also be considered

### **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?

- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

Staff are unlikely to be disadvantaged as the redesign will include staff engagement, staff learning and development and a formal restructure or transformation process.

Service Users are unlikely to be disadvantaged as the changes to the service will offer

- early resolution of referrals where possible and a proportionate response.
- reduced handovers for service users.
- a more personalised service.
- improved safeguards

However we will have a clearer indication of any potential negative impacts following the consultation and further analysis

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions

within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

The implementation of the Care Act which brings additional responsibilities for the local authority which will impact upon social work teams and coincides with the service redesign.

A Care Act Project Team are evaluating the impact of the Act on the workforce and the learning and development required to meet the requirements of the Act.

Service users will be facing various changes from local and national government which will need careful handling and managing from a local service point of view

### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Once the detail of the proposals have been mapped out and the consultation and further analysis has been undertaken we will update and review the detailed Equality Analysis (toolkit 2)

## **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

A communication strategy including staff briefings and regular updates from the project team to ensure that all staff are kept informed by a variety of methods.

Practise development to support new ways of working and revised policies, procedures and guidance for staff will reduce any impact upon service users.

Other mitigating actions will be developed as and when issues are identified during the roll out of the project

## **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The redesign is required to achieve budget savings but will also lead to a

more personalised and efficient service giving staff professional autonomy and service users more choice and control.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

A redesign of Personal Social Care to offer a professional, person centred service focussed on service users and carers having a high quality experience during the time they are in contact with the service. The service will work effectively and efficiently with other organisations for the benefit of all service users and carers to deliver the best outcomes for them so that they feel supported, safe, well and protected.

A restructure of the service will be required which will impact on all staff by introducing new ways of working and will impact upon service users and carers by offering a more personalised and efficient service.

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The project will be reviewed and monitored by the Senior Leadership Team in the new Corporate Management Structure. Monitoring across all 9 of the protected characteristic groups will be undertaken

Equality Analysis Prepared By Barbara Lewis

Position/Role Head of Service

**Section 4**  
**Equality**  
**Analysis Toolkit**  
**Commissioned Social Care**  
**Learning Disabilities (Adults)**  
**For Decision Making Items**  
**November 2014**

## **Name/Nature of the Decision**

Commissioned Social Care Learning Disabilities (Adults)

To agree the service offer with regard to Lancashire's contribution to practical support to people eligible for social care and their carers.

## **What in summary is the proposal being considered?**

A new service offer which will move towards more equity in terms of community based service provision across service users groups through a consistent and fair review process.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

By providing more equity in terms of service provision across service users groups, the offer is likely to have an adverse effect to a varying degree upon all groups.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief



- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Yes

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

The number of service users meeting current eligibility criteria and receiving community based services is approximately as follows:

Older people - 4545

People with a physical disability - 1790

People with a learning disability - 3000

## **Question 2 – Engagement/Consultation**

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

Consultation will be arranged to take into account the views of service users, carers and other stakeholders.

## **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?

- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

Implementation of the new service offer will lead to a reduction in the provision of commissioned care to meet long-term care needs and enable the move towards a more consistent and fair approach across client groups. Commissioned care will reduce overall by a different percentage across client groups to reflect the move to a more equitable offer.

Reducing the offer to service users may result in speeding up deterioration in service users' health and wellbeing leading to increased crisis situations, admissions to hospital and residential care, increased impact upon informal carers.

There could be no change for some service users and a more equitable distribution of resources could be seen as a positive outcome in general.

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect

of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Other service offer proposals could heighten disadvantage to the above groups (aids and adaptations, transport, in-house provider services)

### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

The offer/service design will take account of information gained from consultation and further analysis – we are just at the start of the process so no changes are planned in the immediate future.

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

Reviews will be undertaken in a sensitive and consistent manner to

mitigate against any negative impact.

Mitigation will also be achieved by co-ordination of all service offers, project management approach to reviews, widespread consultation and publicity campaign and the promotion and development of alternative supports.

As and when other issues are identified we will revisit our plans and take account of issues identified via the consultation undertaken to support this review

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The offer has been developed to achieve budget savings. The reductions will only be realised by comprehensive reviews which will be time consuming and intensive and likely to result in complaints which will need to be managed.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

A new service offer which will move towards more equity in terms of community based service provision across service users groups through a consistent and fair review process.

There is potential negative impact for all adult service user groups – older people, physical disabilities, learning disabilities – also carers and children in transitions.

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The establishment of a Project Board and Steering Group reporting to the Senior Leadership Team, Adult Services, Health and Wellbeing. We will ensure that the 9 x protected characteristic groups are monitored in terms of service take-up/losses.

Equality Analysis Prepared By Barbara Lewis

Position/Role Head of Service

Section 4

# Equality Analysis Toolkit

**Reablement**

For Decision Making Items

November 2014



## Name/Nature of the Decision

### Reablement Service Offer

The Reablement Service is commissioned through the existing framework agreement with the five independent sector reablement providers and LCCG withdraw from the delivery of reablement and from the support they currently provide.

## What in summary is the proposal being considered?

The Reablement Service forms part of the transitional care pathway (which is a range of integrated services) and supports the promotion of independence and faster recovery from illness. The Service aims to;

- prevent unnecessary acute hospital admission
- prevent premature admission to residential care
- support timely discharge from hospital
- minimise, delay or avoid the need for long term domiciliary supports
- maximise independent living.

If people have been ill or had an accident they may need help to re-learn some of the skills they have lost while unwell and get their confidence back. Reablement service staff work with those people to help them gradually feel more confident and able to do things for themselves that they did before they were unwell, so that the person can live as independently as possible.

The proposal is being made because the current model of reablement in Lancashire is not sustainable. Whilst the service is effective in delivering positive outcomes for individuals, reducing demand for ongoing support and thereby generating savings, the costs of the current service model significantly reduces the level of savings deliverable. In order for the service to be sustainable and make the largest contribution possible towards the significant financial savings required by the County Council, a new delivery model and increased numbers of people receiving reablement are required. A separate project is underway to improve access to reablement and thereby increase the numbers of people benefiting from reablement.

### Available documents:

Equality Analysis - Development of the Reablement Service 15<sup>th</sup> February 2012

Item: Development of the Reablement Service - Invest to Save. Approved 6<sup>th</sup> and 7<sup>th</sup> March 2012

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The proposal is expected to affect people equally across Lancashire county.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

There is no detrimental effect anticipated for any of the individuals sharing protected characteristics under the Equality Act 2010.

The reablement service is free to everyone for up to six weeks and the redesign of the reablement process and resultant change in delivery mechanisms will benefit more of Lancashire's citizens as the redesign will increase the number of citizens who are able to receive reablement.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Reablement is a key driver in the Council's approach to improving outcomes for citizens and minimising demand for social care services. The aim is to ensure that all social care referrals, where the person's presenting needs indicate that they have the potential to benefit from reablement, have the opportunity to do so. This means ensuring that there is sufficient capacity available to meet predicted demand, that the service design is accessible and that the reablement support delivered is effective.

The decision making paper outlines progress towards a new delivery model which will result in increased numbers of people receiving reablement, make the service more sustainable and make the largest contribution possible towards the significant financial savings required by the County Council.

The benefits of receiving reablement which are positive for all citizens of Lancashire and those people with protected characteristics are that;

- a person can be supported to improve their skills regardless of their age (providing they are over eighteen) or disability.
- Service users are gradually encouraged to do more and more for themselves, with the ultimate goal of becoming as independent as possible, thereby minimising the need for long-term homecare packages.
- timely periods of social care reablement, focusing on skills for daily living, can enable people to live more independently and reduce their need for ongoing support
- independence is maximised whilst providing a safe supportive environment where people can achieve their full potential through a programme of active reablement
- the service is person-centred and outcome-focused enabling people to live as independently as possible in their own homes whilst feeling connected to their communities.

The new service model and significant increase in capacity has a positive impact on the groups of individuals sharing protected characteristics as more people will be able to access the service.

**Question 1 – Background Evidence**

Information not required

**Question 2 – Engagement/Consultation**

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

Information not required

**Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

Information not required

**Question 4 –Combined/Cumulative Effect**

If Yes – please identify these.

Information not required

**Question 5 – Identifying Initial Results of Your Analysis**

Information not required

**Question 6 - Mitigation**

Information not required

**Question 7 – Balancing the Proposal/Countervailing Factors**

Information not required

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

Information not required

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

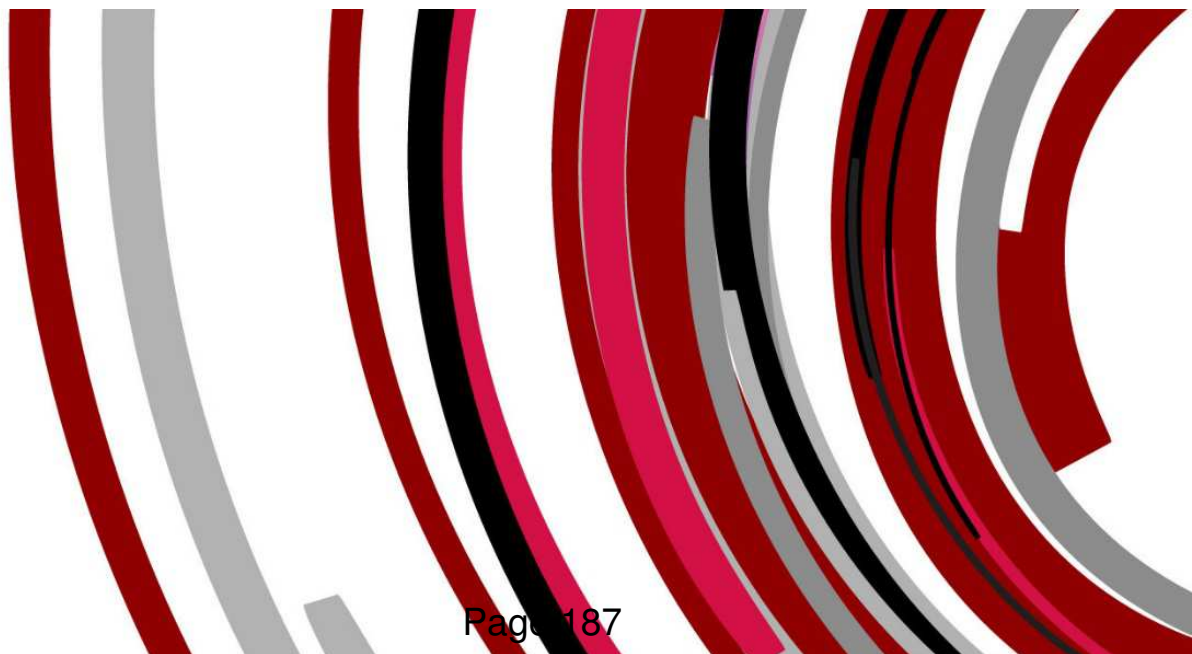
Information not required

Equality Analysis prepared by

Dawn Butterfield

Position/Role

Head of Commissioning, Adult Services, Health and Wellbeing



Section 4

# Equality Analysis Toolkit

**Adult Social Care - Maintained Equipment**

**For Decision Making Items**

**November 2014**

## **Name/Nature of the Decision**

### **Adult Social Care (Maintained Equipment) Service Offer**

The proposal is to cease providing service and maintenance for stair lifts, through floor lifts, step lifts, close-mat-toilets and any other equipment excluding ceiling track hoists. Except for the most vulnerable. The proposal is also for LCC to cease providing equipment through supply contracts. The service will be closed to new applicants from an agreed date and alternative options to support individuals will be developed.

## **What in summary is the proposal being considered?**

Lancashire County Council will cease to have any involvement in the supply, installation, maintenance and removal of equipment (except ceiling track hoists). By ceasing the sign over of equipment to LCC, the Council would no longer be legally liable for maintaining the equipment.

- An Occupational Therapist assesses the persons need for adaptation in line with the Disabled Facilities Grant guidance (DFG)
- If a recommendation is made that an item of equipment is needed as part of the DFG i.e. stair lift, through floor lift, wash and dry toilet, rise and fall bath, step lift the District Council in which the person is responsible for the funding of DFG.

The DFG guidance states that DFG funding cannot be used to fund extended warranties or maintenance of equipment. DFG funding would be used more effectively by not funding extended warranties therefore generating savings for district councils

LCC will no longer fund fast track stair lifts for end of life care, the arrangements for this offer are currently inequitable as LCC only fund straight lifts. Many of the items ordered are cancelled or removed within a number of weeks.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

From 1<sup>st</sup> April 2015 West Lancashire, South Ribble, Preston, Chorley district councils will be making their own arrangements for the supply of equipment outside of the contract with LCC, and will not be funding an extended warranty. From 1<sup>st</sup> April the supply and maintenance arrangements will be inequitable across the county and will place more pressure on LCC finances therefore the current arrangements cannot be maintained.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

The council currently funds servicing and maintenance for 2,600 pieces of equipment each year. Some households may have more than 1 piece of equipment. The majority of people who access DFG are either over 65 or have a disability.

LCC does not monitor demographic data for this group of people as the provision of the equipment is funded via the District Councils. Therefore a piece of work will need to take place to understand the impact on any group with protected characteristics. It



is highly probably however that this proposal is likely to have a negative impact on elderly and disabled people.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

LCC do not hold information on the profiles of people who have been provided with equipment under DFG so we are unable to quantify the impact to this level at the moment.

## Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

Consultation with District Councils and users of the service will need to take place.

### **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?

- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

Yes – the proposal is likely to disadvantage elderly and disabled people if other supply and maintenance routes are not in place.

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Unknown until the full range of budget proposals are agreed however we are aware of a number of local activities and central government benefit reforms that will be impacting on the groups likely to be affected by this proposal (elderly and disabled)

#### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Until further work has been conducted in terms of analysing the full impact the proposal will remain the same

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

LCC propose to continue to provide a service to people who are most vulnerable due to safeguarding concerns. A criteria for assessing 'most vulnerable' will need to be drawn up.

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The key driver for this proposal is to achieve budget savings.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

The proposal is to cease providing service and maintenance for stair lifts, through floor lifts, step lifts, close-mat-toilets and any other equipment excluding ceiling track hoists. Except for the most vulnerable. The proposal is also for LCC to cease providing equipment through supply contracts. The service will be closed to new applicants from an agreed date and alternative options to support individuals will be developed. The proposal will affect older people and people with disabilities.

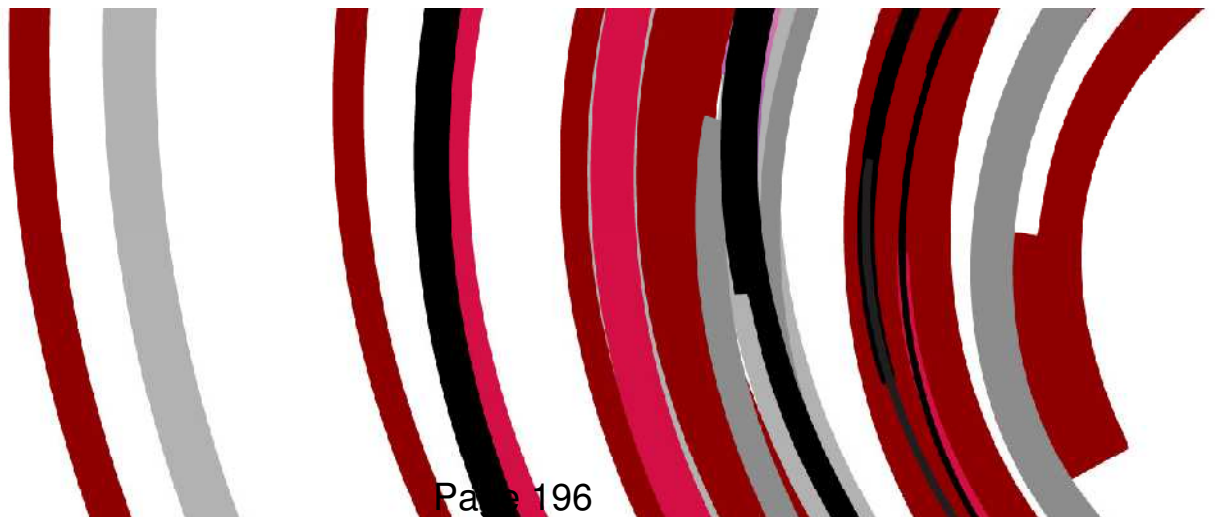
### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Once implemented, we will monitor the impact across the 9 protected characteristic groups as far as we are able (not all requests will continue to be dealt with by LCC so monitoring will be limited)

Equality Analysis Prepared By Ann Smith

Position/Role Locality Commissioning Manager



Section 4

# Equality Analysis Toolkit

**Supporting People**

**For Decision Making Items**

December 2014

## Name/Nature of the Decision

Reduction in Supporting People funding by £4.778million

## What in summary is the proposal being considered?

The proposal is to reduce the Supporting People budget by £4.778m, from £12.371 million to £7.593 million by 31<sup>st</sup> March 2017.

We are proposing to cease funding for sheltered housing with effect from 1<sup>st</sup> April 2017. This would generate £2.5 million savings. Delaying the implementation would give providers around 2 years to put plans in place to decommission or reconfigure services.

It is likely that the impact of the reduction will be a combination of the following:

- a greater focus on housing management
- removal or reduction of support
- charging of tenants

The remaining £2.3 million savings will be identified from funding for short term supported accommodation services, floating support services and supported living services for people with mental health issues.

We will be seeking to identify the most appropriate models of service delivery over the next 12 -18 months. This will include considering the impact of the integrated wellbeing service and the development of community asset based approaches. We will also consider the impact of local housing markets.

A full EA will be completed once we have developed detailed proposals and consultation has been undertaken

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected –



e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

It is likely that the decision will affect people across Lancashire in a similar way. However, until the detailed proposals are developed it is impossible to be absolutely sure that this will be the case.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

**Yes**

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

### **SHELTERED ACCOMMODATION**

In the region of 12,000 people receive financial assistance to pay for their sheltered housing support charge. Whilst a breakdown of the protected characteristics of people who have accessed sheltered housing is not currently available, services can only be accessed by older people and people with disabilities.

**SHORT TERM SUPPORTED ACCOMMODATION SERVICES** - The current funding for short term supported accommodation is outlined below. Whilst services have been given a primary client group designation, most people will have multiple needs.

## Funding

Client Group	Annual funding
Domestic violence refuges	1,057,673
Young people (16-25 year olds)	2,672,564
Homeless families	605,195
Single homeless (over 25 year olds)(includes 1 mixed single homeless and homeless families)	1,003,173
Offenders	319,479
Teenage Parents	246,260
People with substance misuse issues	153,863

## Services/Units

	Central		North		East	
	Services	Units	Service	Units	Service	Units
DV refuges	4	36	3	12	2	29
Young people	8	76	6	92	5 plus 1 dispersed	73(80)
Homeless families	2	61	1	9	1	8
family/single homeless					1	20
Single homeless	3	85	1	10		
Offenders	1	23	2	16	No provision	
Teenage parents	2	15	No provision		1	8
People with substance misuse issues	No provision		1	6	2	20

## Profile of People Accessing Supported Accommodation Services

The tables below include the services listed above and supported housing for people with mental health issues

## Disability

	Yes	Yes %	No	No %	Don't Know	Don't Know %	Total
Supported housing	189	16%	981	84%	3	0%	1173
Refuge	72	21%	271	78%	4	1%	347
Lancashire (16-64)	106,663	14.66%	621,040	85.34%	n/a	n/a	727,703

21% of people accessing refuges and 16% of people accessing supported accommodation are disabled, compared to 14.6% of the Lancashire population aged 16-64 years old. This means that any changes to provision will have a greater impact on people with disabilities.

## Sex

Service Type	Female	Female %	Male	Male %	Total
Supported housing	483	41%	690	59%	1173
Refuge	347	100%	0	0%	347
Lancashire (16-64)	367,240	50.47%	360,463	49.53%	727,703

41% of people accessing supported housing service and 100% of people accessing refuges are female compared to 50.47% of the Lancashire population aged 16-64.

This means that any changes in refuge provision will have a greater impact on women and changes in supported housing will have a greater impact on men

## Age

	Supported housing	Supported housing %	Refuge	Refuge %	Total
16-17	307	26%	9	3%	316
18-24	561	48%	109	31%	670
25-31	85	7%	97	28%	182
32-38	67	6%	55	16%	122
39-45	71	6%	44	13%	115
46-52	47	4%	17	5%	64
53-59	18	2%	11	3%	29
60-64	9	1%	0	0%	9
65-69	4	0%	2	1%	6
70-74	0	0%	3	1%	3

<b>75-79</b>	0	0%	0	0%	0
<b>80+</b>	4	0%	0	0%	4
<b>Lancashire figures</b>					
<b>16-24</b>					<b>141,132</b>
<b>25-49</b>					<b>377,550</b>
<b>Age 50 and over</b>					438,274

Whilst the above information does not enable a direct comparison for all age groups, it does demonstrate that there is a significantly higher proportion of people between 16 and 24 years old accessing services than can be found in the Lancashire general population. This means that changes to supported housing will have a greater impact on young people.

#### Ethnic Origin

<b>Service Type</b>	<b>Supported housing</b>	<b>%</b>	<b>Refuges</b>	<b>%</b>	<b>Lancs.</b>	<b>%</b>
White	1105	94.20%	258	74.35%	687,774	92.22%
Mixed	27	2.30%	6	1.73%	6,693	0.90%
Asian	12	1.02%	66	19.02%	46,076	6.18%
Black	22	1.88%	5	1.44%	3,084	0.41%
Other	3	0.26%	12	3.45%	2,136	0.29%
Refused	4	0.34%				
<b>Total:</b>	1173		347		745,763	

7% of people accessing supported housing and 29% of people accessing refuges are from minority ethnic groups compared to 7.78% of the 16-64 year old Lancashire population, This means that any changes to refuges will have a greater impact on people from minority ethnic groups.

#### **Profile of People Accessing Floating Support**

The most accurate comparison would be between the profile of people accessing services and the profile of people within Lancashire with a need for floating support services. However, as this data is not available, we have used the population of Lancashire as our comparator group.

<b>Ethnic Origin</b>	<b>Lancs (16+)</b>	<b>Floating Support</b>
White	93.52%	94.44%
Mixed/multiple ethnic group	0.74%	1.04%
Asian/Asian British	5.14%	2.53%

Black/African/Caribbean/Black British	0.37%	0.74%
Other ethnic group	0.23%	0.94%

<b>Sex</b>	<b>Lancs. (16+)</b>	<b>Floating Support</b>
Males:	49%	31.76%
Females:	51%	68.19%

<b>Disability</b>	<b>Lancs. (16+)</b>	<b>Floating Support</b>
Disabled	23.71%	39%
Not disabled	76.29%	61%

The above tables show that we are supporting

- A greater proportion of people with disabilities than the comparator group
- A marginally smaller proportion of people from minority ethnic groups than the comparator group
- A greater proportion of women than the comparator group

Therefore people with disabilities and women will be most affected if funding is reduced

## **Question 2 – Engagement/Consultation**

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

### **Sheltered Accommodation**

Consultation has taken place regarding the £2million savings which formed part of the savings proposals for 2014/15. A report is due to be considered by the Cabinet Member on 8<sup>th</sup> December 2014 which outlines the consultation feedback and proposes a reduction in the

funding by £2 million.

The additional £2.5 million savings proposed within this report would result in all funding being withdrawn from sheltered housing and community alarms. There has been no consultation to date with service users, districts or providers. Consultation will take place prior to any decision being taken and a full EA will be completed.

### **Short term supported accommodation, floating support and supported living for people with mental health**

There has been no consultation to date with service users, districts or providers. Consultation will take place to determine the most appropriate approach to securing the outstanding £2.3 million

A full EA will be completed once detailed proposals have been developed and consultation undertaken

### **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.



Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

Given the high level of proposed savings, it is predicted that overall there will be a significant impact on people in need of housing related support services.

There will be a significant impact on people living within sheltered housing as it is proposed that all funding which provides financial assistance for the support element of the service would be withdrawn. The housing element would not be at risk as this is funded by housing benefits.

Services are already being reconfigured with a greater focus on housing management, consequently the impact of further savings is likely to be the introduction of charges for support or the withdrawal of support. However, the full impact will not be known until consultation is

undertaken.

#### **Question 4 – Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Yes. Given the high proportion of people who are not working and dependent on benefits, it is possible that the decision could combine with other factors or decisions taken at a national level to exacerbate the impact on particular groups. (e.g. welfare reforms) and at a local level (e.g. other proposals to achieve savings - changes in relation to equipment, the amount of funding available for care packages)

#### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Given the level of savings which need to be achieved by the County Council, it is acknowledged that the funding for housing related support services will need to reduce. However, it is not possible to complete this section until consultation has been undertaken in relation to withdrawal of funding from sheltered housing and detailed proposals have been developed, and consulted on, in relation to the remaining savings.

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

#### **SHELTERED ACCOMMODATION**

It is hoped that the following services will mitigate some of the impact; however, this will be dependent on the level of capacity and whether individuals meet the eligibility criteria:

- telecare
- Integrated Wellbeing Service
- asset based approaches to providing support

In addition, some service providers are reconfiguring their services to provide a greater emphasis on housing management which may help to offset some of the potential reductions in staffing. However, this option isn't available to all providers

## **OTHER SERVICES**

Mitigation will be fully considered as part of the planning of the detailed proposals; however initial thoughts are as follows:

### **Short term accommodation based services**

We will be seeking:

- to explore the opportunity for reconfiguring services some services with less of a focus on support;
- to identify other models of service delivery which would meet the strategic needs of a district and the County Council but may be more cost effective;
- to identify other models of service delivery for covering the night time hours in services requiring a 24 hour staff presence

### **Mental Health Assessment**

We are seeking to undertake an assessment of the needs of all people living in supported housing in order to identify if any individuals are receiving more support than they require.

### **Floating Support**

Any reductions in floating support will be mitigated to some extent by the integrated wellbeing service; however this will be dependent on capacity and eligibility

## **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected

characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The proposals are being put forward in order to achieve savings. It is clear that the full withdrawal of funding from sheltered housing will have a negative impact on older people and people with disabilities. The full impact will not be known until we undertake consultation; however it is likely that support will be withdrawn or charges will be levied.

In relation to the remaining £2.3 million savings, detailed proposals have not yet been developed.

A full EA will be developed prior to any decision being made

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

The proposal is to reduce the Supporting People budget by £4.778m, from £12.371 million to £7.593 million by 1<sup>st</sup> April 2017.

We are proposing to cease funding for sheltered housing with effect from 1<sup>st</sup> April 2017. This would generate £2.5 million savings. Delaying the implementation until April 2017 would give providers around 2 years to put plans in place to put plans in place.

It is likely that the impact of the reduction will be a combination of the following:

- a greater focus on housing management
- removal or reduction of support
- charging of tenants

It is proposed that the remaining £2.3 million savings will be identified from funding for short term supported accommodation services, floating support services and supported living services for people with mental health issues.

We will be seeking to identify the most appropriate future models of service delivery over the next 12 -18 months. This will include considering the impact of the integrated wellbeing service and the development of community asset based approaches. We will also consider the impact of local housing markets.

A full EA will be developed once detailed proposals have been developed and consultation has been undertaken.

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The following arrangements will be put in place:

Consultation will be undertaken in relation to sheltered housing.

In order to achieve the remaining savings, the County Council, Districts and providers will work together over the next 12 -18 months to identify the most appropriate models of service delivery. This will include considering the impact of the integrated wellbeing service and the development of community asset based approaches. We will also consider the impact of local housing markets.

Section 4

# Equality Analysis Toolkit

Mental Health Commissioning  
November 2014

## **Name/Nature of the Decision**

### **Mental Health Commissioning Service Offer**

Mental Health services for adults 18 – 65 yrs in Lancashire are delivered through various arrangements, many of which involve partnerships with NHS bodies both at a service level and certainly at a whole system level.

However, most local stakeholders would share a common analysis that the "whole system" of MH services in Lancashire and some of its key components are not working effectively to deliver cost effective and affordable outcomes either for many of the target individuals who use the services or for the mental health commissioners and providers of services. Budget pressures are bringing many of these concerns to a head and certainly for the council there is an imperative to get to the budget under control and reduce it alongside other ACS & PH budgets – the current budget likely to be unaffordable to sustain over the next few years unless there are further significant transfers from the NHS.

The pressures are undoubtedly increasing further due to the impact of changes in the CJ and penal system, the LCFT hospital inpatient reconfiguration and - at a neighbourhood and individual level - challenges to the resilience of many vulnerable people whose mental health may be at greater risk during these difficult economic times. It's also widely recognised that LCC MH spend is unbalanced with far more spent on nursing / residential care than nationally benchmarked averages, and this reflects a lack of commissioning and procurement capacity devoted to achieving the right balance of services in each area. Since Residential and nursing home placements can easily default to "homes for life" for relatively young adults (ie the under 50s), it can lead to institutionalisation, over dependence and an indeterminate spending commitment for the Council for an individual extending potentially over decades.

This offer development follows on from the work to reshape the s75 MH rehabilitation and supported living services and the recommissioning of mental health services project begun in 2013 ( The latter was the subject of an EIA completed December 2013).

### **What in summary is the proposal being considered?**

An integrated service provision for adults with mental health problems in Lancashire that is based around rehabilitation and recovery rather than maintenance and dependence. It will be made up of distinct elements that work together. The offer will be based upon the principles and proposed actions contained within the Recommissioning Mental Health Services project, initiated in 2013, of less reliance on residential and nursing home care, greater access to community alternatives



either in own home or in supported living settings and improved flow throughout the "system". In addition it will use the review of rehabilitation services carried out recently on behalf of the CCGs and three Local Authorities to develop a systematic approach in commissioning effective rehabilitation services and the associated pathway.

The offer will have less residential and nursing care provision, greater access to domiciliary care, a rehabilitation system that prevents unnecessary long stays in residential care, greater access to supported living settings when living independently is not an option and domiciliary care that is fit for purpose. The offer will make better use of universal services such as Integrated Well Being Services.

The offer will also see a shift from single provider provision in the ex "In house" services to a greater access to Self Directed Support and personal budgets through a process of review of all service users and where possible through the reconfiguration and reengineering of the service.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The decision will affect the residents of Lancashire in similar ways as the frameworks developed will ensure a consistent approach in all geographical areas.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief

- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Yes

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

It is widely accepted that between 1 in 4 and 1 in 3 people will suffer from some form of mental health problem during their lifetime. For Lancashire this means that between approximately 300000 and 450000 people will experience such and as this will also affect their families and carers it is unlikely that anyone will remain untouched by mental health problems.

The Lancashire Mental Health Joint Strategic Needs Assessment provides an overview of mental health in Lancashire. It presents data on prevalence, hospitalisation and mortality and data relating to some important risk factors for mental ill health.

### **Prevalence**

- In Burnley, Fylde, Hyndburn, Pendle and Preston the prevalence of mental health

is significantly higher than England

- In Chorley, South Ribble, West Lancashire and Wyre, the prevalence of mental health is significantly lower than England
- In Fylde, Hyndburn, Hyndburn Lancaster Pendle, Preston, West Lancashire and Wyre the prevalence of dementia is significantly higher than England
- In all Lancashire districts the prevalence of 18+ depression is significantly higher than England
- In Burnley, Chorley, Hyndburn, Lancaster and Preston, the prevalence of 18+ learning disabilities is significantly higher than England
- In Ribble Valley, Rossendale, South Ribble and Wyre, the prevalence of 18+ learning disabilities is significantly lower than England
- In 11 out of 12 districts there is a positive correlation between mental health prevalence and practice deprivation; strongest in Chorley, Fylde, Ribble Valley & Wyre district
- In 9 out of 12 districts there is a negative correlation between dementia prevalence and practice deprivation; this correlation highest in Burnley, Pendle, Preston, Rossendale, South Ribble, West Lancashire & Wyre
- In 6 out of 12 districts there is a negative correlation between 18+ depression prevalence and practice deprivation
- In Ribble Valley, Rossendale, South Ribble and Wyre there is a moderate positive correlation between 18+ depression prevalence and practice deprivation
- In all districts there is a positive correlation between 18+ Learning disabilities prevalence and practice deprivation; strongest in Ribble Valley and West Lancashire

### ***Hospitalisation & Mortality***

- Apart from Ribble Valley & South Ribble, in all other Lancashire districts emergency hospital admissions for intentional self-harm are significantly higher than England
- Apart from Fylde, Hyndburn, Pendle and Ribble Valley in all other Lancashire districts, the rate of emergency hospital admissions from neurosis is significantly higher than England
- In Burnley, Hyndburn, Pendle, Preston and West Lancashire the rate of emergency hospital admissions as a result of schizophrenia is significantly higher than England's rate
- In Preston mortality from suicide and injury undetermined (15-44 year olds) is significantly higher than England.

### **Risk factors**

A risk factor is any attribute, characteristic or exposure of an individual that increases

the likelihood of developing a disease, injury or mental health problem. Some examples of the more important risk factors in mental health are under and overweight, low levels of physical activity, drug abuse, tobacco and alcohol consumption, and homelessness ([www.nepho.org.uk/cmhp](http://www.nepho.org.uk/cmhp), Lancashire mental health profile).

### **Deprivation**

According to the rank of average Index of Multiple Deprivation (IMD) 2010 score, Burnley, Pendle, Hyndburn, Preston and Rossendale are the five most deprived districts in Lancashire, respectively. According to the rank of employment, Preston is most deprived and Lancaster is second most deprived.

### **Unemployment**

Out of all Lancashire districts, in Burnley, the percentage of 16-64 year olds claiming Job Seekers Allowance (JSA) is considerably higher than England percentage. Although Burnley has the highest proportion of 16-64 year old JSA claimants, it should be noted that within most Lancashire districts (apart from Ribble Valley) there are wards with higher than England percentage of JSA claimants.

### **Ethnicity**

In Pendle and Preston the percentage of BME populations is significantly higher than the England percentage.

Asian and British Asian populations form a higher proportion of the BME populations and therefore figure 14 presents the percentage of Asian and British Asian populations in each district. In Burnley, Hyndburn, Pendle and Preston the percentage of Asian/British Asian populations is significantly higher than the England percentage.

### **Long-term health problems**

Apart from Ribble Valley, in all other Lancashire districts the percentage of population stating that day to day activities limited a little or a lot by a long term health problem or disability, is significantly higher than the England percentage.

### **Alcohol related self-harm**

In Burnley, Chorley, Hyndburn, Pendle, Preston, Rossendale, South Ribble and West Lancashire the rate of hospital stays for alcohol related harm is significantly higher (worse) than the England rate. In Ribble Valley and Wyre the rate of hospital stays for alcohol related harm is significantly lower (better) than the England rate.

### **Drug Misuse**

In Burnley, Hyndburn, Lancaster, Pendle and Preston the rate of drug misuse is significantly higher than the England rate. In Chorley, Fylde, Ribble Valley, Rosendale, South Ribble and West Lancashire rate of drug misuse is significantly lower than the England rate.

### Prevalence Data by group

Detailed prevalence data is available across the above and age and ethnicity groups based upon geographical locations within the county. This will be used to identify

Indicator	Reporting	England	Lancashire
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how project activity should be shaped and targeted and also to give baselines of prevalence so that the effect of actions to reduce the impact of inequalities on mental health in communities can be measured and monitored.

The table below gives an overall mental health profile for the county.

	<b>Period</b>		
Directly standardised rate for hospital admissions for mental health	2009/10 to 2011/12	243	243
Directly standardised rate for hospital admissions for unipolar depressive disorders	2009/10 to 2011/12	32.1	42.6
Directly standardised rate for hospital admissions for Alzheimer's and other related dementia,	2009/10 to 2011/12	80	107
Directly standardised rate for hospital admissions for schizophrenia, schizotypal and delusional disorders	2009/10 to 2011/12	57	73
Allocated average spend for mental health per head,	2011/12	183	192
Numbers of people using adult & elderly NHS secondary mental health services, rate per 1000 population	2011/12	2.5	2.5
Numbers of people on a Care Programme Approach, rate per 1,000 population	2010/11	6.4	6.3
In-year bed days for mental health, rate per 1,000 population,	2010/11	193	182
People with mental illness and or disability in settled accommodation,	2011/12	66.8	65.5

**Mental Health Profile of Lancashire**

**Question 2 – Engagement/Consultation**

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

There has not as yet been any specific consultation in connection with this project. However ongoing engagement with a number of service user and carer groups supports the direction of this project.

An early action within the project is to communicate effectively with

- Citizens, people who experience long term mental illness, carers / families
- Lancashire Care Foundation Trust... management and community staff
- NHS commissioners and NHS Commissioning Support Unit
- Lancashire County Council staff who work in s75 services
- Councillors, MPs
- Care Quality Commission
- Residential care providers
- Home Care providers
- Housing providers
- Lancashire County Council – Personal social care, Finance, Business Intelligence, property, Care Connect, Procurement

Communication with services users will be undertaken using a "Working together for change" approach where people are asked to say what isn't working, what things should look like and how they would be different.

Consultation will be tailored in such a way that groups such as the deaf community are enabled to participate fully e.g. through the provision of communication resources.

Similarly those from ethnic minority backgrounds will be provided with different language information as required.

Another example will be the provision of easy read versions for those with learning disabilities as appropriate.

### **Question 3 – Analysing Impact**



Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways?

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended? Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

It is not envisaged that the project will discriminate unlawfully against individuals sharing any of the protected characteristics. It will seek to promote the rights of
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individuals and groups.

It is expected that this work will enable individuals to play a greater part in community life. For example through moving away from residential care provision to community alternatives individuals will be automatically less isolated and able to participate in and contribute to, with the right level of support, their community.

The stigmatisation of those with mental health problems reinforces negative stereotypes and consequently further isolates those individuals. This work will enable and empower individuals to become greater participants in their communities, become more visible and make communication and understanding across the mental "illness" boundary more achievable. Where services are to be developed in new settings, and perhaps in new communities, work will be undertaken to allay fears and improve understanding.

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

It is not envisaged that this work will combine with other work elsewhere to result in a negative effect upon any individual or groups. Through working through joint commissioning plans both of the County Council (including both social care and public health) and Clinical Commissioning Groups and also with other key partners such as District councils it is expected that aligning this work will result in overall greater effectiveness through greater coordination and economies of scale. Wherever possible services for people with mental health problems will be mainstream not "specialist" so this requires this project to be part of a whole system approach.

Examples of complimentary work streams are those for developing the whole Transitional Acre Pathway, Hospital Discharge, Reablement Services, Integrated Wellness and Supported Housing options.

It is acknowledged however that there are a range of other budget proposals currently being considered that will also impact on this group (supported housing, integrated wellness, substance misuse) whilst some of the proposals will not necessarily have a negative impact they will nevertheless incur a change which can be an added barrier/stress to people suffering with mental illness.

### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

As a result of this analysis it is intended to continue with the original proposal but with a strengthening around the consultation with service users and their carers and families. This is because the core elements of the proposal are strong around anticipating and responding to the potential for negative impacts upon groups and individuals including those with relevant protected characteristics.

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

As there have not been any adverse impacts identified as yet there are no mitigating actions required at this time. The monitoring arrangements referred to below will identify if there is any change in this and trigger appropriate mitigation.

A clear communication strategy will be developed to ensure that changes are clearly spelt out in easy read formats for service users and their carers.

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The proposal has at its core a desire to enhance to outcomes for individuals while also achieving significant value for money and savings. While there is some tension in this there is evidence that moving to more community based alternatives that look to recovery and rehabilitation rather than maintaining and accommodating are more cost effective. In addition they result in a much more person centred and empowering approach. There are not seen to be any negative effects for individuals or groups as a result.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

It is proposed that the project continues as originally set out with strengthening of the

engagement and consultation framework.

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The project has in place a proper project management structure and governance arrangements.

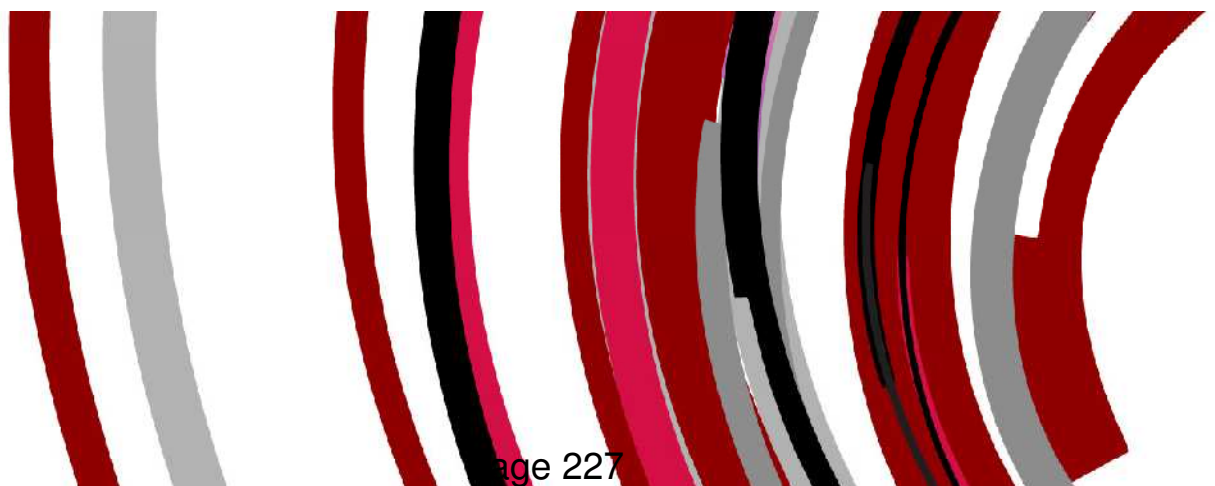
The project board meets monthly and will consider the equality impact of the work as part of its standing agenda as reported to it by its sub groups and where practical will develop monitoring mechanisms that take account of the 9 protected characteristic groups.

Equality Analysis Prepared By

Paul Robinson

Position/Role

Area Commissioning Manager



Section 4

# Equality Analysis Toolkit

**Children's Social Care**  
For Decision Making Items

**Name/Nature of the Decision**

Children's Social Care Service Offer

**What in summary is the proposal being considered?**

Redesign in line with Grade 11+ transformation

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

N/A

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above –

e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

N/A

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

There will be no impact upon the nature of the services delivered; we will continue to deliver statutory services.



## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

The grade 11+ restructure will not impact upon service delivery. There will be no detrimental impact upon managers grade 11+ as all posts and additional posts in corporate restructure are available for application for all current post holders

## Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

Regular consultation with senior, team and practice managers through weekly briefings and a series of redesign events.

### **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?

- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

The proposal does not have any discriminating elements. Access to statutory services is for the whole community.

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

No.

#### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

No change.

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

There will be no direct impact upon service delivery or staffing, for any particular protected characteristics.

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The proposal has been developed in conjunction with the senior

leadership group (SGL) and in line with budget savings. The impact will be continually monitored against service demand/ trends and risks will be highlighted to SLG.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

There will be no change to delivery of a statutory service. There will be reduced management capacity to lead the service and manage risk. Responsibility for elements of the service will transfer to public health directorate.

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The 14 / 15 service plan will support regular consultation with frontline practitioners and managers to monitor impact in line with services demand.

Equality Analysis Prepared By: Diane Booth

Position/Role: Head of Childrens Social Care

Section 1

# Equality Analysis Toolkit

**Residential Services, Fostering and  
Adoption/ Youth Offending**

**For Service Managers**

**November 2014**

**Lancashire**

County  
Council



## **1) What is the aim of your service?**

This should complement the County Council's Corporate Strategy or your Directorate's objectives.

Residential Services, Fostering and Adoption / Youth Offending Service Offers

We are committed to doing everything we can to help and support the children and young people in Lancashire to have a positive future. To do this we have adopted as our core belief; A moral commitment to work in the best interests of children and young people and their families at all times and make a positive difference to their lives.

## **2) What outcomes do you want to achieve from your service?**

To deliver residential provision for children looked after, including those young people with complex needs, for whom long term residential care is appropriate. The residential provision will include an assessment unit, mainstream units and a complex needs unit.

For the assessment unit and fostering service to maximise the use of approved placements for young people who would otherwise have been placed in residential homes. To recruit, assess and train connected and mainstream foster carers and adopters within current legislation to provide care and permanence where appropriate, to children and young people who are unable to live with their birth families.

To implement a placement strategy that maximises the use of current and new foster care resource. To provide post permanence support from the fostering and adoption services to prevent adoption and fostering breakdowns.

To delivery youth justice services across Lancashire – preventing entry into the system and reducing reoffending.

The overnight break Service provides overnight/short care packages for children with profound learning or physical disabilities but does not look after young people with a medium – profound disability. Lancashire County Council will continue to meet its statutory obligations in respect of providing services for children in need of accommodation.

### 3) How is your service performing?

Write here any information you have collected that shows how your service is performing. See the corporate intranet site at [lccintranet2/corporate/web/view.asp?siteid=2665&pageid=30233](http://lccintranet2/corporate/web/view.asp?siteid=2665&pageid=30233) for directorate business planning information.

#### Residential Ofsted Judgements

Home	Previous Judgement	Latest
Alexandra House, Lancaster	Outstanding	Outstanding
South Avenue, Morecambe	Good	Outstanding
The Bungalow, Preston	Outstanding	Outstanding
Maplewood House, Bamber Bridge	Adequate	Good
Grimshaw Lane, Ormskirk	Good	Outstanding
Long Copse, Chorley	Outstanding	Outstanding
Hargreaves House, Oswaldtwistle	Good	Good
Reedley Cottages, Burnley	Good	Good
Bowerham Rd, Lancaster	Good	Good
Thornton, Cleveleys	Outstanding	Outstanding
Eden Bridge	Adequate	Good
Grange Avenue, Preston	Adequate	Adequate
The Willows, Skelmersdale	Adequate	Good
Chorley Hall Road, Chorley	Good	Good
Warwick Avenue, Accrington	Outstanding	Outstanding
The Haven, Burnley	Good	Good
Marsden Hall Rd, Nelson	Outstanding	Good
Crestmoor, Rossendale	Outstanding	Outstanding

#### Residential Schedule 5 Notifications



Number of Schedule 5 forms received per month	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Total
	5	4	2	4	8	1	6	6	4	5	45

### Residential Compliments and Complaints

Number of Compliments received per month	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Total
	21	12	17	6	6	11	4	0	0	77

Number of Complaints received per month	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Total
	4	2	1	3	1	0	0	0	0	11

### Residential Missing from Home

Number of Children reported missing	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Total
	12	8	8	12	18	12	11	10	5	96

Number of times M.F.H.	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Total
	32	15	9	30	35	18	21	17	10	187

The adoption service was rated good by Ofsted in 2011, and the fostering service rated as excellent in 2012. Performance on the adoption score card is slowly improving.

#### **4) Who are the people who will benefit from your service?**

The answer to this question could be everyone in Lancashire, or it could be everyone within a District of Lancashire e.g. Burnley, or everyone within a ward e.g. Daneshouse etc. Alternatively, the answer could be a particular group of people e.g. young people in Leyland, people with a disability in Frenchwood etc.

Information on Lancashire's population can be found at

<http://www.lancashire.gov.uk/profile>

The main people who will benefit from our service are young people in Lancashire in need of care or interventions. In addition to this our foster carers and residential staff will also benefit from our service by giving them different opportunities, experience and training.

Children looked after

The total number of CLA has increased over recent months. Most, but not all, districts have shown a small increase since the beginning of this year. Approximately 70% of these are in foster care, which equates to approximately 930 children. An outreach service will support the assessment unit to work with families, foster carers and young people to achieve foster care placements, whilst also working with young people and families on the edge of care to remain at home.

The fostering service will work alongside the residential assessment unit to identify and offer foster care placements to those children who need longer term care who would otherwise be placed in residential units.

The fostering and adoption services will be provided through the amalgamation of recruitment and assessment and support functions. This will allow more flexible use of resources across the services to respond to the needs of children, foster carers and adopters. The criteria for accepting applications will be more flexible.

The fostering service will make additional use of tier 3 foster carers in supporting new carers, service developments, specific projects and post adoption support.

Delivering emotional health and wellbeing training to residential practitioners from all ten Lancashire County Council residential homes.

The provision of emotional health and wellbeing interventions with children, young people and carers supported by an appropriate therapeutic intervention which is responsive to the level of identified need.

The overnight short break provision will provide 6-bed new-build home/s.

In the Central/South area this first new build is under construction and will help facilitate a review of all provision across the county based on a further reduction of

need.

Overnight short break provision will be offered to other Local Authorities on a full cost recovery basis.

There will be no change to the delivery of youth justice services.

**5) How do you monitor the use of your service and which citizens do you monitor? Please ensure you retain information in relation to your monitoring as evidence of it may be required.**

We have a legal duty under the Equality Act 2010 to monitor the use of our services by users who share the following protected characteristics:

- age
- disability (including Deaf people)
- gender reassignment/gender identity
- race/ethnicity/nationality
- sex/gender
- pregnancy/maternity
- religion or belief
- sexual orientation
- marriage/civil partnership (in respect of which the s.149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct prohibited by the Act)

Monitoring can be done in a variety of ways, to best meet the needs of the service. See the corporate service monitoring form at [lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e](http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e)

If you are not currently monitoring across all these characteristics,

please say how you will develop your monitoring systems to do so.

The Service will continue to consult with local stakeholders when determining the development of provision. It will work in partnership with all those affected and ensure that any impact is minimal.

The fostering, adoption and residential service will continue to review and monitor the use of the service through statistical data and will make any judgements as a part of ongoing business planning. However it is clear that service users are motivated and coordinated, when considering change to overnight break services it is acknowledged that considerable resistance may lead to incidents of disharmony.

We monitor foster carer's information all on one spreadsheet that is regularly updated when necessary. Columns on this spreadsheet include: ethnicity, religion, date of birth, relationship, gender etc.

The spreadsheet is used to collate statistics on a monthly basis and for other ad hoc research projects such as looking at the number of black minority ethnic (BME) carers and same sex couple carers in Lancashire.

Age range	%
20-30	4
31-40	12
41-50	36
51-60	35
61+	13

#### Ethnicity

Ethnicity group		%
A1	White British	72
A2	White Irish	5
A3	Any other white background	5
B1	White and black	1

	Caribbean	
B2	White and black African	1
B4	Any other mixed	1
C1	Indian	5
C2	Pakistani	1
C3	Bangladeshi	1
C4	Any other Asian background	1
D1	Caribbean	1
D2	African	1
E2	Any other ethnic group	1
E4	Information not yet available	2
No details given		2

### Gender

60% of foster carers in Lancashire are Female, 40% Male.

## **6) What does your monitoring information tell you about who is and who is not using your service?**

The monitoring information tells us that this proposal will impact on services to Preston, Leyland and Chorley residents who currently or potentially will, access the residential short break service for children and young people with disabilities. This is the first phase of a county wide restructure of the service and additional Cabinets reports will be presented to implement the restructure in other areas. The new service offer will match current need, in terms of nights available, as the new unit/s will be operational for 364 nights per year. Existing units are closed for a significant number of nights. The provision will meet the needs of all young people with disabilities, assessed as eligible and requiring overnight breaks, even those with the most complex needs. Currently not all units can meet the needs of all young people due to building restrictions. Young people in other parts of the county with complex

needs are currently served by units in their areas but the new build could be accessed by any young person in Lancashire, if it is assessed that a local unit could not meet their need.

Foster placements are required for young people across Lancashire. Likewise county provision is required for youth justice services.

**7) How do you consult, inform, and involve people in developing your service? Please ensure you retain materials relating to your consultation in case evidence of it is required.**

There are a range of techniques to involve people in developing your services. They include:

- service user surveys and panels
- service user satisfaction surveys
- focus groups
- community consultation and engagement exercises
- residents' surveys, including the Living in Lancashire survey - see <http://lccintranet2/corporate/web/?siteid=2660&pageid=3543&e=e>
- for more information.
- discussion with front line employees
- complaints, compliments, and comments
- Customer Focus Consultancy see [lccintranet2/corporate/web/?siteid=5196&pageid=27362](http://lccintranet2/corporate/web/?siteid=5196&pageid=27362) for more information
- Joint Strategic Needs Assessment (JSNA) see <http://www.lancashire.gov.uk/jsna> for more information

- mystery shopping
- talking to voluntary, community, and faith sector (VCFS) organisations that represent different groups of people
- feedback from district and sub district groups i.e. Local Strategic Partnerships, Area Forums, Area Committees, Neighbourhood Management Boards, Parish and Town Council meetings, Police and Community Together (PACT) meetings etc.

See the Neighbourhood Engagement Intranet site at [lccintranet2/corporate/web/view.asp?siteid=3949&pageid=21780&e=e](http://lccintranet2/corporate/web/view.asp?siteid=3949&pageid=21780&e=e) for further advice.

**Consultation:**

All staff working within the service and other partners will be invited to consultation events to give their views on any suggested changes.

Finally, all young people have been encouraged to participate in the consultation process. Their views are paramount in shaping the service to the needs of young people.

**8) Which groups of people do you involve in developing your service? Are there any particular groups that you need to target? In considering this question, you should focus first on whether the service has particular relevance to groups of individuals who share the protected characteristics under the Equality Act, namely:**

- age
- disability (including Deaf people)
- gender reassignment/gender identity
- pregnancy or maternity

- race, ethnicity or nationality
- religion or belief
- sex/gender
- sexual orientation
- marriage/civil partnership (in respect of which s.149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct prohibited by the Act)

In doing so, where relevant, you should consider any effects on specific groups or sub-groups sharing one or more protected characteristics such as, for example:

- older people
- people of a particular religion or ethnic group
- Gypsy, Roma and Traveller communities
- Lesbian, Gay, Bisexual or Transgender communities
- It may also be appropriate to consider the specific needs of those with non-statutory characteristics, e.g.:
  - people living in deprived areas
  - people living in rural areas
  - Children Looked After
  - young people not in education, employment or training (NEET)
  - carers
  - other groups as appropriate e.g. teenage parents, offenders etc

If there are groups that you need to target, how will you do this?



The Children in Care Council (CiCC) is a group for children and young people looked after by Lancashire. It is designed to give the children the opportunity to have a voice and influence over the decisions made for them. It also provides them with the opportunity to get involved and help make a difference.

The fostering forum is a regular meeting that includes foster carer representatives and county councillors. The representatives take any questions they have from the foster carers under their remit and get information to feedback from them. It is also a time where information about the service is passed to them to fill in the other carers. It is useful as it is a direct route to county councillors on a regular basis and gives foster carers direct responsibility and involvement.

Lancashire Parent Carer forum operates on a three monthly basis and will be updated and consulted with as part of the new service offer.

The corporate parenting board will also be consulted on the above.

**9) If appropriate, how have you involved the following in developing your service? Again, please retain any evidence of this.**

- Voluntary, Community and Faith Sector (VCFS) organisations
- county councillors
- parish and town councils see [lccintranet/corporate/atoz/a\\_to\\_z/service.asp?u\\_id=2339&tab=1](http://lccintranet/corporate/atoz/a_to_z/service.asp?u_id=2339&tab=1) for more information
- district ward councillors/district councillors
- overview and scrutiny committees see [lccintranet/corporate/atoz/a\\_to\\_z/service.asp?u\\_id=1788&tab=1](http://lccintranet/corporate/atoz/a_to_z/service.asp?u_id=1788&tab=1)
- other statutory agencies e.g. National Health Service, Lancashire Constabulary etc

Not considered at this point.

**10) Taking into consideration the information you have collected already, are there any potential negative impacts that might affect citizens because of their:**

- age
- disability including Deaf people
- race/ethnicitynationality
- sex/gender
- gender reassignment/ gender identity
- religion or belief
- sexual orientation
- pregnancy or maternity status
- marriage or civil partnership status

Or because they are:

- people who have young children
- living in an area of deprivation
- living in a rural area
- Children Looked After
- young people not in education, employment or training (NEET)
- teenage parents
- carers
- others e.g. offenders, people out of work, problem drug users etc.

There is the potential for negative impact on those families living in rural areas accessing one unit for Residential overnight breaks. This would be dependent on the location of any further new builds.

Please note that the consideration of potential negative effects should be specific and realistic. Potential adverse effects should not be minimised

or exaggerated.

n/a

**11) Does your review indicate that the effect of the policy or decision under review could combine with other policies or decisions of LCC or other public authorities?**

Yes

Could the results of your review combine with other decisions within LCC or elsewhere to affect any of the above groups (i.e. the cumulative effect)?

Yes

Are you aware of other local or national decisions which could combine with this decision to particularly disadvantage any specific groups?

No

**12) In relation to your service review findings, whether viewed alone or in combination with other factors, are these likely to have adverse effects on groups sharing relevant protected characteristics? If so you must consider how to mitigate such adverse effects.**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your conclusions/proposals on those sharing any relevant protected characteristic. It is important here to do a genuine and realistic evaluation of the likely effectiveness of the mitigation proposed. Over-optimistic and over-generalised assessments are likely to fall short of the due regard requirement.

Also consider if the mitigation might adversely affect any other groups and how this might be managed.

Clearly, when some provision is modified this usually means that a particular area or group will receive a different service. However, it is believed that the clear and fair basis on which these proposals have been developed together with widespread consultation should minimise the chances of any disharmony.

**13) Think about the potential positive impacts your service could have on certain groups of people, and in particular those sharing protected characteristics. What are they and how might they be developed?**

Use this information to think about how your service might improve quality of life and assist in relation to promoting equality.

Will the positive impacts be accompanied by any negative impacts on groups of citizens sharing the protected characteristics? If so, how might these be addressed or balanced?

The proposals aim is to Improve the emotional health and well-being of Lancashire's children who are looked after/ adopted and whom Lancashire has a responsibility Increase the understanding about emotional health and well-being issues for children and young people who are looked after/ adopted amongst all those working within the professional and carer network. To maintain a professional training programme for foster carers, adopters and staff to ensure the services are equipped to deliver quality care to children and young people.

**14) How can your service contribute to the following priority areas:**

- Eliminating discrimination, harassment, victimisation or any other

unlawful conduct

Will the service be provided by people who treat all clients/customers/service users with dignity and respect?

Yes

Will assessment or eligibility criteria be set objectively and fairly? Will training in some form be available to ensure that these requirements are properly applied?

Yes

- Tackling social exclusion and advancing equality of opportunity between persons who share relevant protected characteristics and those who do not share it.

This will involve taking steps to remove or minimise disadvantages suffered by persons who share a relevant protected characteristic and that are connected to that particular characteristic, taking steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it, and encouraging persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

It is important to bear in mind that taking steps to meet the needs of disabled persons which are different from those of persons who do not share that disability include steps to take account of the disabilities in question. This may even include treating some persons more favourably than others in order to allow them to participate in social or public life.

Activities that help improve social inclusion include those that improve the quality of life for people who are disadvantaged or are in danger of poor outcomes in their lives through various circumstances e.g. a lack of

money, difficulty in accessing services difficulties accessing premises, and barriers to taking part in relationships and activities that are available to most people in communities etc.

- Improving community cohesion /Fostering Good Relations between persons who share a relevant protected characteristic and those who do not share it

This may include thinking about ways to tackle prejudice and promote understanding between groups of people with protected characteristics and those who do not share those characteristics. Activities that help improve community cohesion include those that bring people from different communities together (e.g. people of different ethnicities, faiths, ages, geographical backgrounds etc); those that empower communities and those that reduce tensions in communities. (See the Community Cohesion website at

<http://www.lancashire.gov.uk/corporate/web/view.asp?siteid=2966&pageid=5956&e=e> for more information).

- Improving health and wellbeing

Health and wellbeing means that people feel well enough and sufficiently supported to live their lives to the full. Activities that help improve health and wellbeing include those that ensure that basic needs are met, that individuals have a sense of purpose, that they feel able to achieve important personal goals and participate in society.

- Supporting the county council's role as a corporate parent

The Corporate Parenting Board ensures that Children Looked After have the same opportunities as their peers to a good quality of life. Activities that help support this are those that help improve health and wellbeing outcomes for children and young people who are looked after and those that support them to be prepared for the future. (See Corporate Parenting Board website at

[lccintranet2/corporate/web/view.asp?siteid=4183&pageid=17628&e=e](http://lccintranet2/corporate/web/view.asp?siteid=4183&pageid=17628&e=e)  
for more information).

**15) Taking into consideration all the information you have collected in answering the previous questions, what are the changes/actions you will carry out to tackle any issues you have identified? These may be – no change to the service; adjust the proposal; continue with proposed changes or stop the changes and reconsider.**

If going ahead with changes, what are the factors you have balanced – e.g. financial, operational – which you have considered alongside your Analysis findings (countervailing factors).

Adjust the proposal.

**16) When will you review your actions?**

Monitoring should be at least half yearly in line with the business planning performance management cycle.

As appropriate

**17) When will you report progress on your actions and who to?**

Progress on actions should be reported to relevant county councillors, officers, partnerships and groups etc

As and when required to Head of service.

**18) When will you review your service or service plan?**

As required there will be ongoing monitoring in place.

Name of officer completing this template

Brendan Lee and Stasia Osiowy

Role

Senior Manager Residential and Head of service for Fostering, Adoption, Residential and Youth offending teams.



Section 4

# Equality

# Analysis Toolkit

County Benefits (Care and Urgent Needs  
Support Scheme)

November 2014

## **Name/Nature of the Decision**

County Benefits Service Offer

Approval of the County Council's revised service offer which does not continue funding of the Care and Urgent Needs Support Scheme following the withdrawal of specific grant by the Government.

## **What in summary is the proposal being considered?**

As part of the County Council's proposed service offer it is proposed to discontinue the current Care and Urgent Needs Support Scheme because the specific grant funding for it is being withdrawn by the Government.

Key features of the scheme are:

- Targeting support at the most vulnerable residents of Lancashire
- Signposting or referring to other sources of support where appropriate to meet the wider needs of the customer
- Partnership working in particular with furniture re-use organisations and food banks
- Reducing perceived abuse of the previous DWP schemes that have been replaced, by avoiding cash awards wherever possible

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The decision will affect people equally across the county. The Care and Urgent Needs Support Scheme is available to all Lancashire residents who are eligible, and all applications are determined on priority of need

of the applicant, regardless of which district they live in.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Yes, the decision could have a particular impact on groups of individuals sharing protected characteristics of Age, Disability including Deaf people, Race/ethnicity/nationality, Religion or belief and Sex/gender. Many applications are made by people with long-term disabilities, reliant on benefits that have been reduced or stopped due in the main to the Welfare Reform programme, or people needing items of furniture to assist them in returning to live in the community or in more appropriate accommodation to meet their needs.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

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## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

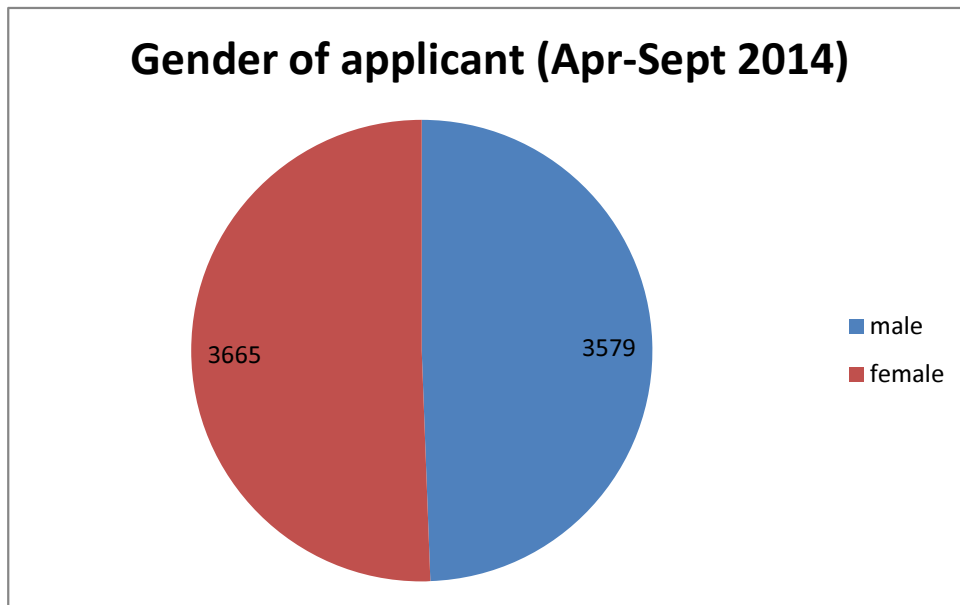
- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

The Care and Urgent Needs Support Scheme has limitations on its monitoring data, due to the ICT system (Northgate) in use to process applications. In Feb 2014 an analysis of applications at that time identified that over 50% of clients were recorded as having a health issue or disability, however it was not possible to additionally note how many of these applicants also had other protected characteristics as outlined above.

In the past 6 months from April 2014 to the end of September 2014, an analysis of applications has shown that 31% of clients were recorded as having a health issue or disability.

Those applications also show an almost 50% split between male and female applicants.

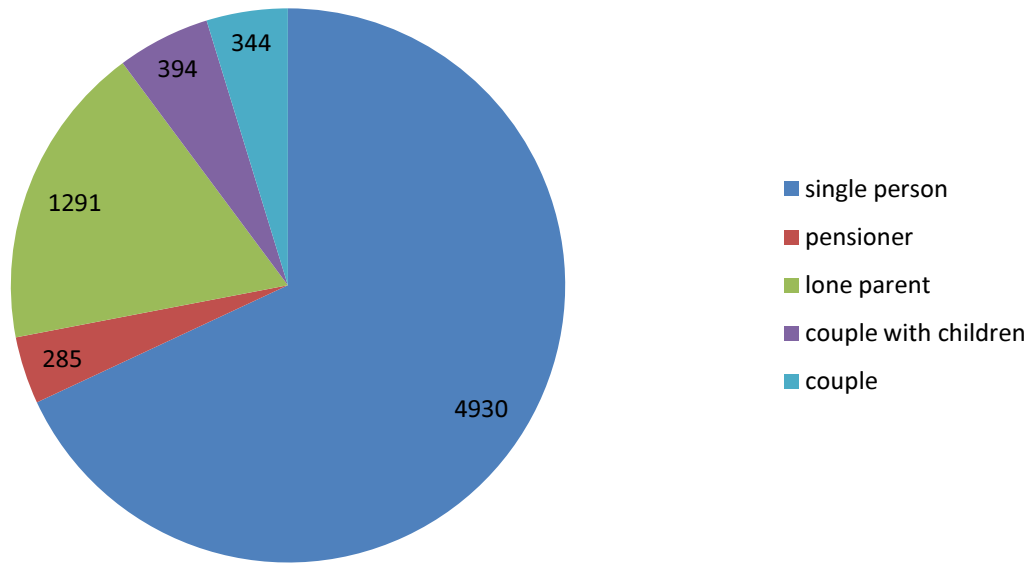


The last 6 months data also shows that the applicant household type is made up predominantly of single people, see below. This probably reflects the core priorities of the care needs scheme which is to help people re-establish themselves in the community, e.g. following homelessness.

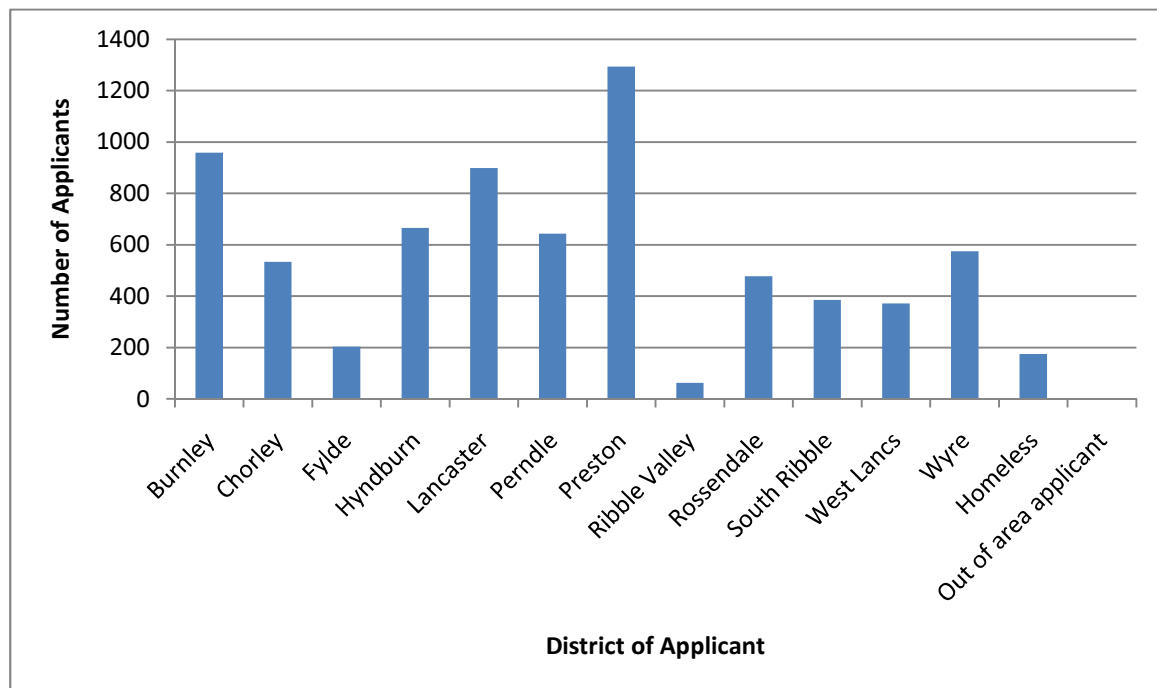
The second biggest household type is lone parent, again probably reflecting the scope of the scheme and, for example, the assistance with essential household goods offered to families fleeing domestic violence.

Pensioners are underrepresented in the Care and Urgent Needs Support Service. This may be because pensioner poverty levels have significantly reduced over the past decade and therefore, this household type has less need of a scheme of last resort such as Care and Urgent Needs Support Service.

## Household Type of applicant (Apr - Sept 2014)



We also have district data available for the last 6 months which shows the highest number of applications were received from Burnley and Preston (see below)



While the proportion of applications receiving an award under the scheme is greater than under its predecessor run by the DWP both the total number of applications and the number of successful applications are significantly less than under the Social Fund arrangements. Thus

there is a significant element of potential demand which has either been "absorbed" by other sources of support within the community or has been deterred for other reasons, such as the fact that the CAUNS Scheme aims not to provide access to cash.

## **Question 2 – Engagement/Consultation**

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

In May 2014 over 150 stakeholders were contacted on behalf of the Cabinet Working Group after the Care and Urgent Needs Support Scheme had been in operation for a year. This was to consider whether the original objectives and policy framework remained appropriate and also whether there may be more appropriate means of meeting the same objectives. Stakeholders views were sought on ways in which they thought the scheme could be improved.

Six responses were received. This is a low response rate when compared with the briefings that were held prior to scheme launch and in September last year when over 20 organisations attended County Hall.

Four housing providers responded and three were happy with the scheme. There was a suggestion of providing fridge/freezers as an essential item rather than just a fridge, however this issue had already been acted on and these are now available from the scheme in appropriate cases. One housing provider works with severely disabled customers who are unable to apply to the scheme without assistance. That provider had experienced some problems whilst acting as third party. Care and Urgent Needs Support Scheme staff contacted the provider to pick up their concerns and explain the application procedures and decision making process. This appears to have resolved their concerns.



Preston Job Centre expressed concerns about the cost of calls to the service, and when they were contacted following the feedback it was apparent that they were not aware of the change to an 0300 number, but when informed of this the issue was resolved.

Ribble Valley CAB expressed concerns mainly relating to the Care and Urgent Needs Support Service policies of not meeting needs that are within the remit of the benefits system and to the maximum payment levels. The current Care and Urgent Needs Support Scheme policy is not to meet needs that should be covered by state benefits. The previous briefing to members of the working group highlighted the increasing difficulty in maintaining this policy in the face of obvious failure of benefit systems to administer claims promptly and the harshness of implementation of sanctions and other penalties. It is estimated that over 75% of Urgent Needs Awards relate to failures within the benefits and tax credits system.

The final improvement suggestion was that Care and Urgent Needs Support Scheme should be able to accept emailed applications from intermediaries and respond to intermediaries. This request was actually already available via the on-line portal. The portal was rarely used at that time, so the team undertook a briefing session offered to all stakeholders to increase awareness and usage of this channel, however to date, it still remains underused. There is also a pilot project running in partnership with North Lancs CAB who are able to make awards on behalf of the Care and Urgent Needs Support Scheme, subject to certain controls and limits, improving the process for the most vulnerable customers, i.e. those without access to a phone or email. This pilot is currently being reviewed, and a report will follow outlining the possibility of expanding the scheme with other CABx.

Thus in general terms the Cabinet Working Group was able to conclude that stakeholders, while seeking changes to the detailed operation of the scheme were supportive of the broad policy framework and mode of operation, and would be supportive of the continuation of the scheme.

### **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

The Care and Urgent Needs Support Scheme prioritises and targets
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those who are most vulnerable in society. This includes groups who possess one or more protected characteristics, such as disabled older people. Prioritisation on the basis of vulnerability and need should advance equality of opportunity through targeting support for instance to allow people in these groupings to maintain their independence in the community. The list of groups subject to prioritisation is not exhaustive, but includes:

- Older people at risk of harm (Age)
- People fleeing domestic abuse ( Sex/ Gender)
- People moving out of institutional or residential care ( Age and Disability)
- Chronically or terminally ill people( Age and Disability)
- People with alcohol or drug issues ( in some cases Disability)
- People with learning difficulties ( Disability)
- People with mental health issues ( Disability)

Promotion of the Care and Urgent Needs Support Scheme has taken place across the County with partner organisations such as drug and alcohol rehabilitation units, children's centres, a prison, food banks and furniture recycling organisations to try to ensure support reaches clients most in need at the appropriate time. This helps to ensure that access to the scheme is available to anyone who may be disadvantaged and at risk.

The potential withdrawal of the scheme as a result of the withdrawal of government funding would clearly have a negative impact on all these groups, however, the impact on any one group would not be disproportionate relative to the others.

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Yes. The Care and Urgent Needs Support Scheme is one of many welfare reform changes that have happened in 2012 and 2013. The combined effect of changes such as district Housing Benefit changes, Universal Credit, Personal Independence Payment, mandatory reconsiderations of Employment and Support decisions, the increase to 7 waiting days before benefit entitlement is payable, could particularly impact those in the protected characteristics group of Disabled.

Future demand on the Care and Urgent Needs Support Scheme is very hard to predict. The urgent needs component, in particular, could be quite volatile long term. Most applications are reactive and driven by factors such as benefit changes. This August, for example, there was spike in awards caused by HMRC withdrawing tax credits from claimants who had failed to send their renewals claim before the deadline. In previous years HMRC may have been more relaxed about this deadline. This year, the first many families knew was when the money did not appear in their bank account.

The continued roll out of Universal Credit could increase awards, e.g. because applicants may have to wait up to 6 weeks for their first payment.

Against this background it is also important to understand that whilst the Government transferred responsibility for the former Social Fund functions to Councils from April 2013 it did not impose a new statutory

duty on Councils to provide any form of service. Thus it was clearly an option for local authorities not to make any specific arrangements to replace the Social Fund and simply use the specific grant funding to top up existing budgets such as those provided under s.17 of the Children Act 1989. Arguably the Government's expectation reflected in their withdrawal of the specific grant funding is that schemes of this sort will cease.

### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

As outlined in the answer to Question 2, in consultation with stakeholders and as issues arise within the team itself, changes to the original scheme have been made. To date these changes have not had a material impact on the level of demand coming through the scheme,

In considering the Council's service offer for the future which has to be designed within a cash limited resource envelope the Cabinet is faced with a policy choice over whether to reduce other services which support groups with protected characteristics in order to continue funding the Care and Urgent Needs Support Scheme, or discontinuing funding of the scheme.

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular

protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

As outlined in the response to question 4 above, the combined effect of this decision together with other welfare reforms in 2014 and beyond could particularly impact those in the protected characteristics group of Disabled. There is a limit to what the council can do to mitigate/reduce the cumulative effects, but there will be a continued focus in the scheme on identifying and prioritising those most in need, including those most likely to require immediate support or assistance to establish or maintain a home in the community from the protected characteristics group of Disabled.

The Council has through the Public Health function instituted a programme of support for Food Banks across the County, thus while the contractual funding from the Care and Urgent Needs Support Scheme may be withdrawn the network of food banks will continue to exist and be available to directly support individuals who would otherwise have been referred by the Scheme.

Similarly the Furniture Recycling Network will continue to exist as a means of providing domestic items to individuals.

The Care and Urgent Needs Support Scheme is assisting some of the most deprived people in Lancashire, however, the scheme cannot replace the Social Security benefits that are lost or replicate the previous DWP discretionary schemes as the cost would be prohibitive. As a service that is being delivered locally, and meeting local needs, it will continue to seek feedback to ensure equal access and consistent decision making for all Lancashire residents, whilst at the same time ensuring that assistance is given to those most in need.

## **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The Care and Urgent Needs Support Scheme assists some of the most vulnerable people in Lancashire, people who have been left with no money for the most basic of needs such as food and fuel. At the same time, Lancashire County Council is facing an extremely difficult challenge in meeting the savings needed as part of the financial strategy to manage the reduction in funding from Government.

The scheme provides assistance in two ways, one is through Urgent Needs awards which may comprise of an emergency cash payment (via the Pay Point web portal) and/or a food parcel provided through several Food Banks who receive grant funding from the scheme.

The second way of providing assistance is through Care Needs Awards which comprise of essential household goods, such as beds, cookers and seating. These are usually provided through an agreement with the network of Lancashire Furniture Re-Use Organisations. These not-for-profit organisations mainly supply good quality second hand or reconditioned items.

Working in partnership with local Food Banks and with the Furniture Re-Use network supports the Council's stated policy that through this service, LCC wishes to invest in local established charities and social enterprises, and in doing so, to support local employment and training opportunities.

Any reduction to the Care and Urgent Needs Support Scheme will

impact on both the people who apply for assistance from the scheme, many of whom, as stated, have a disability. It will also impact on the local established charities and social enterprises that the scheme supports.

At the same time the specific funding provided to the Council which has been used to fund the Scheme is being withdrawn and the Council needs to balance the benefits of a scheme targeted at the most vulnerable in society (whether forming part of a group with protected characteristics or not) with the fact that continuing to fund the scheme will require other services to be reduced. Given the balance of the Council's spending on services continuing to fund this scheme would mean that further reductions in services that impact on groups with protected characteristics would be required.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

The Council's Service offer presented for consultation is predicated on the discontinuation of the Care and Urgent Needs Support Scheme from 31<sup>st</sup> March 2015.

As outlined in Question 7, the particular groups that will be most affected if the Scheme ends are people with disabilities or long term health problems. There are however many voluntary sector agencies and other statutory services who are also supporting people with disabilities who are struggling for example due to changes brought in by the Welfare reform programme, or delays in payments of benefit due to administration delays.

The County Council will through its new organisational arrangements be making a significant investment in "well being" services, including the Welfare Rights Service, and will as indicated above be continuing through other avenues to support the Food Bank network. While not replacing the scheme these measures do provide some mitigation for the discontinuation of the scheme,



Partnership working to try to protect our most vulnerable residents is essential in assisting those who fall within any protected group, and due regard will continue to be given to those groups.

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The Welfare Rights Service will continue to monitor referrals and the more general levels of demand for schemes such as this through its research and partnership arrangements and the Public Health Service will through its work with Food Banks be able to access information on demand for support from individuals.

Equality Analysis Prepared By George Graham

Position/Role Deputy County Treasurer

Section 4

# Equality Analysis Toolkit

Public Health and Wellbeing (Healthy  
Lifestyles)

For Decision Making Items

November 2014

## **Name/Nature of the Decision**

Public Health and Wellbeing Service Offer

NHS Health Checks and Healthy Lifestyles Service Offer

## **What in summary is the proposal being considered?**

### **What is the service offer**

The budgets included in the Healthy Lifestyles cost centres are varied and are not part of one overarching service. They include the following:

- 1. The NHS Health Checks screening programme**
- 2. Healthy weight and physical activity including:**
  - Weight management and exercise referral services**
  - Food growing/ community allotment projects (2 – one in East Lancs one in Central Lancs)**
  - Some walking and cycling schemes**
- 3. Other Healthy Lifestyles projects including:**
  - Healthy Living Centres/ community healthy lifestyles initiatives (contribution to 2 in East Lancs)**
  - Active Ageing (East Lancs)**
- 4. East Lancashire Health Improvement Service (training, capacity building, health education/ promotion, community development**
- 5. Other:**
  - Home Improvement Agency (2 in North Lancs)**
  - Sayhelian Women's Forum (grant, Central Lancs)**
  - Communities against Cancer project (promoting early presentation and detection of cancer, East Lancs)**

Only NHS Health Checks, weight management and exercise referral services are commissioned in every locality of Lancashire. The remainder vary according to locality, and are based on differing historical commissioning priorities from the legacy PCTs whose public health contracts transitioned to LCC in 2013. There are multiple providers

including the Third and statutory sectors. Some services are commissioned from NHS providers and part of large NHS Trust "block" contracts.

The service offers related to these are described below:

### **What is the service offer?**

This service will be provided as part of the wellbeing, prevention and early help service and will include NHS Health Checks, healthy weight and physical activity programmes.

The NHS Health Checks programme is a national initiative aimed at early detection and management of people aged 40-74 who are at risk of developing cardio vascular disease, diabetes and kidney disease. It also aims to raise awareness of dementia in people aged between 65 - 74 and includes an alcohol assessment.

### **How will the service offer be provided?**

#### **NHS Health Checks**

Health checks will be provided by primary care providers including community pharmacies; a community and workplace outreach programme will be commissioned which will expand the delivery across a range of other providers e.g. borough council health improvement services already commissioned by LCC to deliver healthy weight and physical activity services.

Weight management and exercise referrals service will include:

- Children and family weight management services embedded as part of the wider offer for children, young people and families.
- Promotion of physical activity including lower level activities such as walking; cycling; green gyms
- Personalised support for people at higher risk e.g. exercise referral
- Health Trainers/ physical activity peer activators
- Community based programmes in target areas e.g. community

allotments; community cafes

- Brief interventions and training for front line workers to Make Every Contact Count

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

Yes the decision will affect people across the county in a similar way:

### **NHS Health Checks**

Health checks will be provided by primary care providers including community pharmacies; a community and workplace outreach programme will be commissioned which will expand the delivery across a range of other providers e.g. borough council health improvement services already commissioned by LCC to deliver healthy weight and physical activity services.

### **Healthy Weight and Physical activity**

Through a redesigned Healthy weight and physical activity pathway which will include:

- Children and family weight management services
- Promotion of physical activity including lower level activities such as walking; cycling; green gyms
- Personalised support for people at higher risk e.g. exercise referral
- Health Trainers/ physical activity peer activators
- Community based programmes in target areas e.g. community allotments; community cafes
- Brief interventions and training for front line workers to Make Every Contact Count

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

No it is not envisaged that there will be any disproportionate negative impact on any group of people sharing protected characteristics:

### **NHS Health Checks**

There will be no adverse impact on the service provision, which will be more accessible to service users by having a more community based access points, in addition to the established GP programme.

### **Healthy Weight and physical activity**

These projects are not funded uniformly across Lancashire at present, and therefore the current inequities in provision will be reduced through including the budgets in the county wide service redesign.

The providers of those services would be able to bid to deliver different types of services as part of this re-design.

A more integrated way of commissioning Lifestyle Services including Stop Smoking will be pursued, which will create efficiencies in management costs.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

N/A

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Services will be re-designed and current inequities in provision will be reduced as described above, therefore this service offer is not considered to disproportionately affect any group of people with protected characteristics.

## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

N/A
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## Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)



### **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting

understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

N/A

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

N/A

#### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

N/A

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

N/A

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

N/A

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

N/A

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

N/A

Equality Analysis Prepared By: Janet Walton

Position/Role: Head of Public Health Commissioning, Adults and Wellbeing



Section 4

# Equality Analysis Toolkit

Public Health and Wellbeing (Sexual Health)

For Decision Making Items

November 2014

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



## Name/Nature of the Decision

Public Health and Wellbeing Service Offer

## What in summary is the proposal being considered?

The corporate savings plan requires all service areas to realign existing resources to deliver more efficient and effective provision within a reduced financial envelope.

Sexual Health covers more than the services that LCC commissions. For the purposes of this offer we have concentrated on the authority's commissioning responsibilities.

LCC is the main commissioner of sexual health services (clinical/ non-clinical), the only exclusions are abortion care (Clinical Commissioning Group [CCG]) and the responsibility for the treatment and care of those living with HIV, (NHS England) though local authorities are responsible for testing and screening for HIV.

LCC is mandated with the commissioning of "Comprehensive open access sexual health services". Comprehensive sexual health services include;

- Genitourinary medicine (GUM), including HIV screening and GUM care for those living with HIV
- Contraception services (what were family planning services)
- Designated Young Peoples Services (providing primarily contraception, but inclusive of some screening for Chlamydia and HIV)
- Sexual Health aspects of Psychosexual (current understanding is that it excludes treatment for erectile dysfunction where the cause is mechanical and not psychosexual)
- Cervical Screening within contraceptive services (the responsibility for screening lies with NHS England, but this service is part of the integrated offer for women and will continue to offer opportunistic screening services)
- Condom Distribution
- Chlamydia screening to achieve the diagnostic indicator

- Outreach services
- Education and training (in and out of services)
- Pharmacy Emergency Contraception schemes

General practice delivery of Sub Dermal Implants and Intrauterine Contraceptive devices.

How will the service offer be provided?

### Funding Approach

Sexual health services are currently funded through a mixture of large NHS Trust "Block" contracts for Contraception services and "tariff" payments for Genitourinary Medicine services (GUM). There are currently 5 providers of these clinical services. Sexual health services will continue to be commissioned from suitably qualified providers.

In the future, we intend to use the basis of a nationally developed Integrated tariff for the procurement, this will be the means to make cost efficiencies and early indication suggests this will affect the required savings. However as services are 'open- access', meaning Lancashire residents can attend anywhere in the country and vice versa, (the funding follows the resident) we need to model demand and any increase overtime to ensure that the risk of increased cost is mitigated. If we foresee an increase we will need to add marginal rates to try and minimise impact, to ensure that increased demand doesn't cancel out savings.

What will be different and why?

It is anticipated that there will be able to reduce costs.

The revised service will include;

- Better integration of contraception and sexually transmitted infection services, delivered in parallel
- The requirement for all contraceptive methods to be available at all sites and at all times
- Flexible hours of operation according to need
- Central hubs with greater number of opening hours
- Satellite services to meet needs of geography (less sites than previously)
- Provision of dedicated young people's services.
- outreach and Psychosexual services
- prevention services

We believe we can make the efficiencies from re-procurement, as the services have largely remained the same for a number of years without

the benefit of re-procurement. Additionally, we have inherited multiple providers of similar services, with the associated on costs for each, however, reducing the current resource by will require;

- Provision of a reduced offer at each visit, difficult to achieve, other than not moving to integration of contraception and STI screening  
or
- Discontinue some of the current services (Outreach, Condom Distribution)  
or
- Reduce the demand by limiting access (less sites).

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

Yes. The proposed budget savings will be achieved through integrating services and reducing management costs, without impacting on sexual health activity and outcomes within the Public Health outcomes:

### **Re-procurement of a Lancashire-wide Sexual Health Service**

During 2015/16 we are planning to tender for one Lancashire-wide sexual health service, which will commence from April 2016. This will reduce the five current services into one. Savings will be made by reducing management costs from five teams to one. Whilst TUPE transfer will apply to all staff, savings will be made by reducing the management costs from five services to one. A sexual health needs assessment and consultation events will be undertaken to support the re-procurement process, which will include current stakeholders and service users.

The formation of a one Lancashire-wide sexual health service will also facilitate consistency of service delivery and ensure all Lancashire citizens have access to the same range of sexual health services offer.



### **Review of commissioned initiatives and programmes**

All elements of the sexual health agenda, including GUM, CASH, condom distribution, chlamydia screening programmes and Young People's provision will all be reviewed to deliver savings as part of a more integrated approach to other programmes and processes.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

No, it is not considered that the proposed savings from the sexual health budget will have an adverse impact on any groups of individuals sharing protected characteristics. The service offer will continue in the Lancashire-wide service.

The proposed budget savings will be achieved through integrating services and reducing management costs, without impacting on sexual health activity and the achievement of the Public Health outcomes.

The formation of a one Lancashire-wide sexual health service will facilitate consistency of service delivery and ensure all Lancashire citizens regardless of gender, ethnicity, marital status, disability and sexual orientation are offered effective support in order to reduce the rates of teenage conceptions, chlamydia diagnosis and to aid with the early detection of HIV.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Approval of the proposal to achieve savings from the sexual health budget is not considered to have an adverse impact on any groups of individuals sharing protected characteristics.

The savings will be achieved through integrating services and reducing management costs, without impacting on sexual health activity. Overall targets (North, East and Central Lancashire) will be maintained to ensure activity is directed to areas of sexual health need to address health inequalities.

In addition, the formation of a one Lancashire-wide sexual health service will facilitate consistency of service delivery and ensure all Lancashire residents regardless of gender, ethnicity, marital status, disability and sexual orientation are offered effective support in order to reduce the rates of sexually transmitted infections and other sexual health needs in order for them to enjoy positive relationships.

The sexual health needs assessment process has included consultation with a range of groups with protected characteristics in order to make sure that the new services best meet the requirements of these groups.

Details of all these consultations can be viewed on request. It is hoped that some of the groups identified will have better access via the new service offer than they have currently with existing arrangements.

It is expected that the new service offer will advance equality of opportunity for those who share the listed protected characteristics.

### **Question 1 – Background Evidence**

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

N/A

## Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

N/A
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## Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?

- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

N/A

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

N/A

#### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

N/A

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

N/A

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

N/A

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

N/A

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

N/A

Equality Analysis Prepared By: Lee Girvan

Position/Role: Public Health Specialist – Sexual Health Service  
Commissioner



Section 4

# Equality

# Analysis Toolkit

Public Health and Wellbeing (Tobacco Control)

For Decision Making Items

November 2014

**Lancashire**

County  
Council





## Name/Nature of the Decision

Public Health and Wellbeing Service Offer

Tobacco control

## What in summary is the proposal being considered?

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

Yes. The proposed budget savings will be achieved through integrating services and reducing management costs, without impacting on smoking cessation and smokefree activity:

### **Re-procurement of a Lancashire-wide Stop Smoking Service**

During 2015/16 we are planning to tender for one Lancashire-wide stop smoking service, which will commence from April 2016. This will reduce the four current services into one. It will be undertaken as part of the integrated health and wellbeing model and therefore there is potential to link with healthy weight and physical activity services. Savings will be made by reducing management costs from four teams to one. Whilst TUPE transfer will apply to all staff, savings will be made by reducing the management costs from four services to one. The Authority will need to consider the redundancy costs for staff of the current four services in 2016/17. A review and consultation events will be undertaken to support the re-procurement process, which will include current stakeholders and service users.

A small reduction can also be made to the NRT voucher scheme budget in line with the 0.5-1% annual decrease in smoking prevalence. The smokefree homes and cars programme and supporting a smokefree pregnancy scheme will also be integrated into the service model.

The overall quit target will remain in line with the target of 5% of the total

smoking population<sup>8</sup> and locality targets (North, East and Central Lancashire) regarding four-week quits and smokefree homes will continue to ensure activity is directed to areas of higher smoking prevalence to address health inequalities.

The formation of a one Lancashire-wide stop smoking service will also facilitate consistency of service delivery and ensure all smokers are offered effective support in order to reduce the rates of smoking.

### **Review of commissioned initiatives and programmes**

All elements of the tobacco control agenda, including Tobacco Free Futures, Smoking in Pregnancy, Smokefree Play Programme and Tobacco Use in Young People will all be reviewed to deliver savings as part of a more integrated approach to other programmes and processes. For example, the inclusion of stop smoking into the future service delivery model for health visitors, maternity services and peer mentor services.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected

characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

No, it is not considered that the proposed savings from the tobacco control budget will have an adverse impact on any groups of individuals sharing protected characteristics. All smokers aged 12 years and above of all gender, ethnicity, marital status, disability and sexual orientation can currently access the stop smoking services for quit support and this will continue in the Lancashire-wide service.

The proposed budget savings will be achieved through integrating services and reducing management costs, without impacting on smoking cessation and smokefree activity.

Overall four-week quit and smokefree home targets and locality targets (North, East and Central Lancashire) will be maintained to ensure activity is directed to areas of higher smoking prevalence to address health inequalities. In 2014/15 a Lancashire-wide service specification was introduced to all four stop smoking which included targets regarding routine and manual workers and the unemployed (50% of all four-week quits), BME communities (6% of all four-week quits) and pregnant women (10% of pregnant smoking population) to address health inequalities. These targets will also be maintained in the Lancashire-wide stop smoking service.

The formation of a one Lancashire-wide stop smoking service will facilitate consistency of service delivery and ensure all smokers aged 12 years and above of all gender, ethnicity, marital status, disability and sexual orientation are offered effective support in order to reduce the rates of smoking.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Approval of the proposal to achieve savings from the tobacco control

budget is not considered to have an adverse impact on any groups of individuals sharing protected characteristics.

The savings will be achieved through integrating services and reducing management costs, without impacting on smoking cessation activity. Overall four-week quit and smokefree home targets and locality targets (North, East and Central Lancashire) will be maintained to ensure activity is directed to areas of higher smoking prevalence to address health inequalities.

In addition, the formation of a one Lancashire-wide stop smoking service will facilitate consistency of service delivery and ensure all smokers aged 12 years and above of all gender, ethnicity, marital status, disability and sexual orientation are offered effective support in order to reduce the rates of smoking.

### **Question 1 – Background Evidence**

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-

groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

N/A

## **Question 2 – Engagement/Consultation**

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

N/A

## **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it

must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities

- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

N/A
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#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

N/A

### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

N/A

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

N/A

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected

characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

N/A

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

N/A

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

N/A

Equality Analysis Prepared By: Joanne McCullagh

Position/Role: Public Health Specialist – Tobacco Control & Stop Smoking Services



**Section 4**

# **Equality Analysis Toolkit**

**Public Health and Wellbeing (Children Young  
People and Families Public Health)**

**For Decision Making Items**

**November 2014**

## **Name/Nature of the Decision**

### **Public Health and Wellbeing Service Offer**

#### **Children Young People & Families Public Health Services Service**

There will be an integrated wellbeing, prevention and early help offer for children and young people with a proposed reduction in the current children and young people's public health budget by 2018.

## **What in summary is the proposal being considered?**

The corporate savings plan requires all service areas to realign existing resources to deliver more efficient and effective provision within a reduced financial envelope.

This proposal forms part of the corporate savings plans and outlines how a savings could be achieved from the CYP Public Health Services budget. Savings will be realised through redesign and re-procurement and based on alignment of PH CYP existing services with LCC services, where appropriate, in order to streamline pathways, avoid duplication and better integrate services.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

A number of services under review as part of the commissioning cycle were previously commissioned by East Lancashire Primary Care Trust in response to need. These services are not currently replicated elsewhere across the county and might be affected following the review.

Other services under review e.g. School Nursing and Health Visiting provide a universal service to all Children & Young People.

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**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

No
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If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

<b>NA</b>
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If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the

decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

It is not considered that the proposed savings from the Children's public health budget will have a specific adverse impact on any groups of individuals sharing protected characteristics.

Engagement and consultation processes will inform all service redesign to ensure that new commissioned services are accessible and open to Children, Young People and Families with any of the protected characteristics. Other key stakeholders will be consulted to ensure any potential issues are identified and addressed during the re-commissioning of services.

We will update and refine the Equality Impact Assessment (EIA) as we gather information on the impact that these changes may have on people from groups with protective characteristics. This will enable the LCC Children's Public Health Commissioners to ensure that service users diverse needs are recognised and new commissioned services are able to meet their needs. Providers of any new service provision will be expected to work within the UK legislative framework.

## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

N/A
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## Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

To date we have not undertaken any consultation work regarding this proposal. When the proposal is agreed we will begin a comprehensive series of engagement and consultation activities with service users, schools, and partners as part of the review, redesign and re-commissioning of services.

### **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities

- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

The consultation and engagement processes will be ongoing as we seek to review, redesign and re-commission Children & Young Peoples Service, it is too soon to predict the potential impact this project may have and any reduction in funding will take into consideration the rising demands around:

- The new legislation re SEND reforms and supporting children with medical needs.
- Education Health Care Plans and the work required around this
- The increase in Children Looked After (CLA), referrals to Social Services and cases of Domestic Violence

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for

Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

It is not expected that individuals or groups covered by the protected characteristics would be more adversely impacted upon as a result of the decision to progress the review, redesign and re-commissioning of services than those people without protected characteristics

### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

As a result of the evidence gathering and consultations through engagement activities, an action plan will be drawn up to incorporate any recommendations into the redesigned service specifications for services within the treatment system.

The EIA will be updated throughout the projects life time to reflect learning and feedback from the different groups with protected characteristics.



## **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

All newly commissioned services will have to comply with the legislative requirements as set out in the Equalities Act 2010.

## **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The integration, redesign and re-commissioning aims to make these savings without impacting on the universal delivery and it is not anticipated that the proposal will disadvantage any individuals from within groups with protected characteristics.

## Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

The corporate savings plan requires all service areas to realign existing resources to deliver more efficient and effective provision within a reduced financial envelope.

This proposal forms part of the corporate savings plans and outlines how savings can be achieved from the CYP Public Health Services budget. Savings will be realised through review, redesign and re-procurement and based on alignment of PH CYP existing services with LCC services, where appropriate, in order to streamline pathways, avoid duplication and better integrate services.

Any re-procurement/decommission, service redesign will be closely aligned to the 0-5 HCP which although does not transfer until October 2015 and is likely to be mandated for 18 months provides opportunities to further enhance value for money and social value

All newly re-commissioned services will have built into their service specifications the following statement:

The Service Provider shall ensure that their workforce is equipped with good local knowledge of services, initiatives and schemes within their area(s). They must also ensure that staff can respond sensitively and appropriately to the needs of individuals who are defined in law as sharing protected characteristics under the Equality Act 2010, namely:

- o Age;
- o Disability including Deaf people;
- o Gender reassignment;
- o Pregnancy and maternity;
- o Race/ethnicity/nationality;
- o Religion or belief;
- o Sex/ Gender;

- o Sexual orientation;
- o Marriage or civil partnership status.

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

All services will have key performance indicators and performance management frameworks in place to monitor and review the service offer against the effects of the proposal and also the Public Health outcome measures

Equality Analysis Prepared By: Sheridan Townsend

Position/Role: Public Health Specialist – Children, Young people and families PH Commissioning

Equality Analysis Endorsed by Line Manager and/or Chief Officer

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member



Section 4

# Equality Analysis Toolkit

Public Health and Wellbeing  
(Substance Misuse Services)

For Decision Making Items

November 2014



## **Name/Nature of the Decision**

### **Public Health and Wellbeing Service Offer**

#### **Substance Misuse Services:**

## **What in summary is the proposal being considered?**

Reductions will not be taken from across the entire budget. The outline proposition is to invest in young people's services and recovery infrastructure in order to enhance prevention at the start of substance misuse careers and protect treatment gains by maximising sustained recovery; leaving adult services to pick up the impact of efficiency requirements. All services will be re-commissioned with a view to further enhance value for money and social value.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The decision may impact on people across the county who have been assessed as requiring access to Tier 3 Community Services substance misuse treatment services and Tier 4 residential and community based detoxification and rehabilitation services. We will undertake evidence gathering and consult with existing providers, service users and broader stakeholders to assess the impact that these changes may have upon people and groups sharing protected characteristics. As we review, redesign and re-commission services for the substance misuse treatment system representatives from protected groups will be consulted during the engagement phase of the process.

The aim of the proposal is not to reduce the number of people accessing

treatment but to continue to modernise and develop the treatment system.

It is worth noting that the treatment system has been through a process of modernisation over the last eight years and substantial savings have already been made. The proposed changes may have an adverse impact of the total quality of the treatment offer to the people of Lancashire and may result in a general reduction in the amount and range of interventions that can be offered. We will also seek to build and promote prevention by focusing additional resources on young people's services and by continuing to invest in the recovery community to prevent relapse and representations.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

The engagement and consultation process will be an on-going process as we move through and review, redesign and re-commission different aspects of the substance misuse treatment system and will involve consultation with individuals and representatives from groups with protected characteristics. Other key stakeholders will be consulted to ensure any potential issues are identified and addressed during the re-commissioning of services.

Access to the services being developed is based on clinical and social care need and will be available to all citizens that require support and treatment through the substance misuse treatment system.

We will be analysing the composition and demographics of our past, current and potential service users to establish that new commissioned services are accessible and open to people with any of the protected characteristics.

We will be undertaking a pathways analysis with key stakeholders and substance misuse services to ensure that clients with protected characteristics are able to access newly commissioned services and that those services meet the needs of a diverse client group.

We will update and refine the Equality Impact Assessment (EIA) as we gather information on the impact that these changes may have on people from groups with protective characteristics. This will enable the LCC Public Health Substance Misuse Commissioners to ensure that service users diverse needs are recognised and new commissioned services are able to meet their needs. Providers of any new service provision will be expected to work within the UK legislative framework.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

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## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

The service review, redesign and re-commissioning of services within the substance misuse treatment system will be informed by data from the existing services data sets and information from key partners and stakeholders, for example from the Police, Probation (and new Crime Reduction Companies, CRC) and Clinical Commissioning Group's (CCG). We will also use information from national data sets including: The Diagnostic and Outcomes Monitoring Executive Summary (DOMES), National Drug Treatment Monitoring System (NDTMS) data set, from activity reports and performance management framework data from community and prison based substance misuse services.

We will be using guidance and evidence generated by a comprehensive literature search and guidance produced by Public Health England. We will consult with the national recovery lead at Public Health England to ensure that any newly commissioned services comply with current best practice, ensuring value for money and promoting social value.

## **Question 2 – Engagement/Consultation**

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

To date we have not undertaken any consultation work regarding this proposal. When the proposal is agreed we will begin a comprehensive series of engagement and consultation activities with service user groups as part of the review, redesign and re-commissioning of services.

We will hold focus groups in community substance misuse providers, non-residential and residential treatment providers with current service users. We will ensure that participants are representative of the client base of those organisations; including individuals from groups with protected characteristics.

We also plan to consult with different bodies and groups that represent the interests of individuals from groups with protected characteristics.

In addition to the engagement work undertaken with service users we will establish a framework for engagement with the following:

- Community treatment providers,

- Current providers of inpatient detoxification services,
- Current providers of residential rehabilitation services,
- Other leading providers highlighted as delivering best practice,
- Public Health England,
- NHS England,
- Lancashire Constabulary,
- Lancashire Probation Trust (and the new Community Rehabilitation Company)
- Partners and stakeholders within LCC
  - The five Lancashire CCG's
  - Lancashire based NHS Trusts

### **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

The consultation and engagement processes will be ongoing as we seek to review, redesign and re-commission services within the Substance Misuse Treatment Service, it is too soon to predict the potential impact this project may have upon service users in treatment with protected characteristics. We will be developing the project products/deliverables ensuring accessibility to all citizens of Lancashire that have a need for substance misuse treatment. The consultations will also play a key part in understanding potential impact and helping to identify solutions to these.

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Within the review and redesign of substance misuse services we are not proposing to remove, reduce or limit access to treatment for service users with protected characteristics. We do not expect individuals or groups covered by the protected characteristics to be more adversely impacted upon as a result of the decision to progress the review, redesign and re-commissioning of services than those people without protected characteristics

We will work with representative from groups with protected characteristics to ensure fair access to treatment services and that those services reflect their needs.

#### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

## Stopped the Proposal and Revised it - briefly explain

As a result of the evidence gathering and consultations through engagement activities, an action plan will be drawn up to incorporate any recommendations into the redesigned service specifications for services within the treatment system.

The EIA will be updated throughout the projects life time to reflect learning and feedback from the different groups with protected characteristics.

Data from our community providers consistently show that the gender balance in treatment services is biased towards males.

In the east locality at the end of year 2013 – 2014 the gender split remained consistent throughout the year for primary drug use with approximately 70% male to 30% female. Alcohol use is split at approximately 60% male to 40% female. These gender divisions are consistent across the country with males making up the majority of clients.

At present individuals from BME communities are underrepresented in treatment services. In the east locality the percentage of people from BME communities receiving support for a drug problem is 6% and for alcohol only 2%. We will include consultations with BME groups both within treatment and outside to seek to understand why this is.

## Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

This will be determined through the engagement activities and data collection and analysis. We will develop an action plan which will minimise and/or mitigate any potential negative impacts on those that share a protected characteristic.

All newly commissioned services will have to comply with the legislative requirements as set out in the Equalities Act 2010.

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

This will be completed when the results of the consultations through engagement and work from the action plan have been considered.

This new service offer for substance misuse services is part of the wider authorities cost savings initiatives.

The integration, redesign and re-commissioning aims to make these savings without having to reduce the overall access to treatment services for people in need and we do not anticipate the proposal will disadvantage any individuals from within groups with protected characteristics.

## Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

The funding reduction will not be taken from across the entire budget. The outline proposition is to invest in young people's services and recovery infrastructure in order to enhance prevention at the start of substance misuse careers and protect treatment gains by maximising sustained recovery; leaving adult services to pick up the impact of efficiency requirements. All services will be re-commissioned with a view to further enhance value for money and social value

- Re-commission via open tender services for young people
- Re-commission via open tender services for adult substance misusers
- Re-commission recovery services

All newly re-commissioned services will have built into their service specifications the following statement:

The Service Provider shall ensure that their workforce is equipped with good local knowledge of services, initiatives and schemes within their area(s). They must also ensure that staff can respond sensitively and appropriately to the needs of individuals who are defined in law as sharing protected characteristics under the Equality Act 2010, namely:

- o Age;
- o Disability including Deaf people;
- o Gender reassignment;
- o Pregnancy and maternity;
- o Race/ethnicity/nationality;
- o Religion or belief;
- o Sex/ Gender;



- o Sexual orientation;
- o Marriage or civil partnership status.

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The Public Health substance misuse commissioning team will be responsible to reviewing the effects of the proposed and re-commissioned services during and after the process.

To ensure that the effects of the proposal are monitored beyond the life of the project, metrics and intermediate indicators will be developed that sit within:

- A refreshed service specification and performance framework for all newly re-commissioned services.
- We will include within the monitoring system the ability to monitor take-up of services/referrals for each of the protected characteristic groups
- All newly commissioned services will need to continue to comply with national targets for treatment effectiveness and will use information from the national data sets to demonstrate the treatment systems impact and the outcomes achieved by individuals.

Equality Analysis Prepared By Lee Harrington

Position/Role: Public Health Coordinator – Substance Misuse Commissioning

Section 1

# Equality Analysis Toolkit

Public Health and Wellbeing (Wellbeing  
Prevention and Early Help)

For Service Managers

December 2014

## 1) What is the aim of your service?

This should complement the County Council's Corporate Strategy or your Directorate's objectives.

### Public Health and Wellbeing Service Offer

In line with Lancashire's corporate strategy and the Children and Young People's plan the service aim is to

- improve and protect the health and wellbeing of Lancashire's population and improve the health of the most vulnerable, enable children, young people and families to achieve success, resist stress, manage change and uncertainty, and make safe decisions about their future
- improve and protect the health and wellbeing of Lancashire's families, prioritising vulnerable groups of children, young people and their families to reduce health inequalities

## 2) What outcomes do you want to achieve from your service?

The service offer will contribute to achieving the following outcomes:

1. Children and young people and families are resilient, aspirational and have the knowledge, capability and capacity to deal with wider factors which affect their health and wellbeing
2. Children, young people and their families are helped to live healthy lifestyles, make healthy choices
3. Children, young people and families health is protected from major incidents and other threats, whilst reducing health inequalities
4. Targeting those in more disadvantaged communities, the number of children, young people and families living with preventable ill health and people dying prematurely is reduced

In addition to improving outcomes this service model will aim to reduce demand on specialist services.

### 3) How is your service performing?

Write here any information you have collected that shows how your service is performing. See the corporate intranet site at [lccintranet2/corporate/web/view.asp?siteid=2665&pageid=30233](http://lccintranet2/corporate/web/view.asp?siteid=2665&pageid=30233) for directorate business planning information.

This service will become operational once the corporate transformation process is completed. Monitoring and performance arrangements will be developed alongside the service Outcomes Framework.

### 4) Who are the people who will benefit from your service?

The answer to this question could be everyone in Lancashire, or it could be everyone within a District of Lancashire e.g. Burnley, or everyone within a ward e.g. Daneshouse etc. Alternatively, the answer could be a particular group of people e.g. young people in Leyland, people with a disability in Frenchwood etc.

Information on Lancashire's population can be found at <http://www.lancashire.gov.uk/profile>

The Wellbeing Prevention and Early Help Service will deliver a universal prevention offer to all children, young people and their families and a targeted early help offer for those that are most vulnerable and those with the highest level of need.

### 5) How do you monitor the use of your service and which citizens do you monitor? Please ensure you retain information in relation to your monitoring as evidence of it may be required.

We have a legal duty under the Equality Act 2010 to monitor the use of our services by users who share the following protected characteristics:

- age
- disability (including Deaf people)
- gender reassignment/gender identity

- race/ethnicity/nationality
- sex/gender
- pregnancy/maternity
- religion or belief
- sexual orientation
- marriage/civil partnership (in respect of which the s.149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct prohibited by the Act)

Monitoring can be done in a variety of ways, to best meet the needs of the service. See the corporate service monitoring form at [lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e](http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e)

If you are not currently monitoring across all these characteristics, please say how you will develop your monitoring systems to do so.

Monitoring arrangements will be developed incorporating all of the characteristics defined in the Equality Act 2010.

**6) What does your monitoring information tell you about who is and who is not using your service?**

This will be collated and evaluated as part of the monitoring and performance arrangements once the service is operational.

**7) How do you consult, inform, and involve people in developing your service? Please ensure you retain materials relating to your consultation in case evidence of it is required.**

There are a range of techniques to involve people in developing your services. They include:

- service user surveys and panels
- service user satisfaction surveys
- focus groups
- community consultation and engagement exercises
- residents' surveys, including the Living in Lancashire survey - see <http://lccintranet2/corporate/web/?siteid=2660&pageid=3543&e=e>
- for more information.
- discussion with front line employees
- complaints, compliments, and comments
- Customer Focus Consultancy see [lccintranet2/corporate/web/?siteid=5196&pageid=27362](http://lccintranet2/corporate/web/?siteid=5196&pageid=27362) for more information
- Joint Strategic Needs Assessment (JSNA) see <http://www.lancashire.gov.uk/jsna> for more information
- mystery shopping
- talking to voluntary, community, and faith sector (VCFS) organisations that represent different groups of people
- feedback from district and sub district groups i.e. Local Strategic Partnerships, Area Forums, Area Committees, Neighbourhood Management Boards, Parish and Town Council meetings, Police and Community Together (PACT) meetings etc.

See the Neighbourhood Engagement Intranet site at [lccintranet2/corporate/web/view.asp?siteid=3949&pageid=21780&e=e](http://lccintranet2/corporate/web/view.asp?siteid=3949&pageid=21780&e=e) for further advice.

<p>There will be an extensive and inclusive communication and engagement programme that will underpin the Wellbeing Prevention and Early Help service.</p>
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Widespread communication and co-operation with all partners will allow for the views of a wide range of stakeholders including; children, young people, families, frontline practitioners, elected members, the voluntary, community and faith sector, LCC CYP Partnership Board and Partnership members, district CYP partnerships, Lancashire Constabulary and health commissioners and providers, etc to be heard.

**8) Which groups of people do you involve in developing your service? Are there any particular groups that you need to target? In considering this question, you should focus first on whether the service has particular relevance to groups of individuals who share the protected characteristics under the Equality Act, namely:**

- age
- disability (including Deaf people)
- gender reassignment/gender identity
- pregnancy or maternity
- race, ethnicity or nationality
- religion or belief
- sex/gender
- sexual orientation
- marriage/civil partnership (in respect of which s.149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct prohibited by the Act)

In doing so, where relevant, you should consider any effects on specific groups or sub-groups sharing one or more protected characteristics such as, for example:

- older people
- people of a particular religion or ethnic group
- Gypsy, Roma and Traveller communities
- Lesbian, Gay, Bisexual or Transgender communities
- It may also be appropriate to consider the specific needs of those with non-statutory characteristics, e.g.:
  - people living in deprived areas
  - people living in rural areas
  - Children Looked After
  - young people not in education, employment or training (NEET)
  - carers
  - other groups as appropriate e.g. teenage parents, offenders etc

If there are groups that you need to target, how will you do this?

The Wellbeing Prevention and Early Help Service will deliver a universal prevention offer to all children, young people and their families and a targeted early help offer for those that are most vulnerable based on assessed levels of need i.e. CLA, Young Carers, NEET.

The following Information has been used to inform service development linked to vulnerable characteristics:

- National Context including:
  - Early Intervention: The Next Steps. Graham Allen, <http://www.dwp.gov.uk/docs/early-intervention-next-steps.pdf>
  - The Munro Review of child Protection: final report, [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/175391/Munro-Review.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/175391/Munro-Review.pdf)
  - The Early Years; Foundation for Life, Health and Learning,



[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/180919/DFE-00177-2011.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/180919/DFE-00177-2011.pdf)

- The Healthy Child Programme 0 – 10 (HCP)

[http://webarchive.nationalarchives.gov.uk/20130107105354/http://www.dh.gov.uk/prod\\_consum\\_dh/groups/dh\\_digitalassets/documents/digital\\_asset/dh\\_108866.pdf](http://webarchive.nationalarchives.gov.uk/20130107105354/http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digital_asset/dh_108866.pdf)

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/167998/Health\\_Child\\_Programme.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/167998/Health_Child_Programme.pdf)

- The Lancashire JSNA

<http://www.lancashire.gov.uk/corporate/web/?siteid=6101&pageid=35157&e=e>

- The district profiles to look at need both Lancashire wide and at a district level

<http://www3.lancashire.gov.uk/corporate/atoz/toptasks/index.asp?catID=16308>

**9) If appropriate, how have you involved the following in developing your service? Again, please retain any evidence of this.**

- Voluntary, Community and Faith Sector (VCFS) organisations
- county councillors
- parish and town councils see [lccintranet/corporate/atoz/a\\_to\\_z/service.asp?u\\_id=2339&tab=1](http://lccintranet/corporate/atoz/a_to_z/service.asp?u_id=2339&tab=1) for more information
- district ward councillors/district councillors
- overview and scrutiny committees see [lccintranet/corporate/atoz/a\\_to\\_z/service.asp?u\\_id=1788&tab=1](http://lccintranet/corporate/atoz/a_to_z/service.asp?u_id=1788&tab=1)
- other statutory agencies e.g. National Health Service, Lancashire Constabulary etc

There will be an extensive and inclusive communication and engagement programme that will underpin the Wellbeing Prevention and Early Help service.

Feedback from this will inform the design and delivery of the service offer.

Findings will be included in reports that will be presented through the appropriate governance arrangements.

**10) Taking into consideration the information you have collected already, are there any potential negative impacts that might affect citizens because of their:**

- age
- disability including Deaf people
- race/ethnicity/nationality
- sex/gender
- gender reassignment/ gender identity
- religion or belief
- sexual orientation
- pregnancy or maternity status
- marriage or civil partnership status

Or because they are:

- people who have young children
- living in an area of deprivation
- living in a rural area
- Children Looked After
- young people not in education, employment or training (NEET)
- teenage parents

- carers
- others e.g. offenders, people out of work, problem drug users etc.

A reduction in budget contributing to the organisation achieving its efficiency targets will impact on the scale and scope of the delivery of the Wellbeing Prevention and Early Help offer.

Please note that the consideration of potential negative effects should be specific and realistic. Potential adverse effects should not be minimised or exaggerated.

A robust risk assessment will underpin the Wellbeing Prevention & Early Help offer

**11) Does your review indicate that the effect of the policy or decision under review could combine with other policies or decisions of LCC or other public authorities?**

This service offer will align with all other LCC service offers delivering support to children, young people and families across Lancashire's Continuum of Need.

Could the results of your review combine with other decisions within LCC or elsewhere to affect any of the above groups (i.e. the cumulative effect)?

It is not anticipated that there will be any heightened disadvantage among any of the identified groups; in fact it is likely that this service model will align with other policy and strategic developments to provide further advantages amongst the outlined groups.

The service review is being undertaken in order to bring together a coordinated prevention and early response which might otherwise take place in an isolated and uncoordinated way, thus maximising the impact, effectiveness and cost of improving outcomes for children, young people and families.

Are you aware of other local or national decisions which could combine

with this decision to particularly disadvantage any specific groups?

It is not anticipated that there will be and disadvantage to the outlined groups as a result of local or national decisions although a reduction in budgets will impact on the scale and scope of the delivery of the Wellbeing Prevention and Early Help offer.

**12) In relation to your service review findings, whether viewed alone or in combination with other factors, are these likely to have adverse effects on groups sharing relevant protected characteristics? If so you must consider how to mitigate such adverse effects.**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your conclusions/proposals on those sharing any relevant protected characteristic. It is important here to do a genuine and realistic evaluation of the likely effectiveness of the mitigation proposed. Over-optimistic and over-generalised assessments are likely to fall short of the due regard requirement.

Also consider if the mitigation might adversely affect any other groups and how this might be managed.

Once the Wellbeing Prevention and Early Help service is operational, regular review of both service delivery and the risk assessments will be undertaken. Responsive action will be taken to mitigate the level of risk identified.

**13) Think about the potential positive impacts your service could have on certain groups of people, and in particular those sharing protected characteristics. What are they and how might they be developed?**

Use this information to think about how your service might improve quality of life and assist in relation to promoting equality.

Will the positive impacts be accompanied by any negative impacts on

groups of citizens sharing the protected characteristics? If so, how might these be addressed or balanced?

The Wellbeing Prevention and Early Help service delivers a unified approach focussing on achieving improved outcomes for Lancashire's children, young people and families. There will be a focus on ensuring every contact with service users counts, enabling early identification of need to avoid escalation of poor health and wellbeing and prevent the intervention from statutory services.

#### **14) How can your service contribute to the following priority areas:**

- Eliminating discrimination, harassment, victimisation or any other unlawful conduct

Will the service be provided by people who treat all clients/customers/service users with dignity and respect?

The service is committed to ensuring all stakeholders are treated with dignity and respect.

Will assessment or eligibility criteria be set objectively and fairly? Will training in some form be available to ensure that these requirements are properly applied?

Assessment of need will follow Lancashire's Continuum of Need thresholds. Training is available to the wider workforce to ensure this approach is fully embedded.

- Tackling social exclusion and advancing equality of opportunity between persons who share relevant protected characteristics and those who do not share it.

This will involve taking steps to remove or minimise disadvantages suffered by persons who share a relevant protected characteristic and that are connected to that particular characteristic, taking steps to meet

the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it, and encouraging persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

It is important to bear in mind that taking steps to meet the needs of disabled persons which are different from those of persons who do not share that disability include steps to take account of the disabilities in question. This may even include treating some persons more favourably than others in order to allow them to participate in social or public life.

Activities that help improve social inclusion include those that improve the quality of life for people who are disadvantaged or are in danger of poor outcomes in their lives through various circumstances e.g. a lack of money, difficulty in accessing services difficulties accessing premises, and barriers to taking part in relationships and activities that are available to most people in communities etc.

- Improving community cohesion /Fostering Good Relations between persons who share a relevant protected characteristic and those who do not share it

This may include thinking about ways to tackle prejudice and promote understanding between groups of people with protected characteristics and those who do not share those characteristics. Activities that help improve community cohesion include those that bring people from different communities together (e.g. people of different ethnicities, faiths, ages, geographical backgrounds etc); those that empower communities and those that reduce tensions in communities. (See the Community Cohesion website at

<http://www.lancashire.gov.uk/corporate/web/view.asp?siteid=2966&pageid=5956&e=e> for more information).

- Improving health and wellbeing

Health and wellbeing means that people feel well enough and sufficiently supported to live their lives to the full. Activities that help improve health and wellbeing include those that ensure that basic needs are met, that individuals have a sense of purpose, that they feel able to achieve important personal goals and participate in society.

- Supporting the county council's role as a corporate parent

The Corporate Parenting Board ensures that Children Looked After have the same opportunities as their peers to a good quality of life. Activities that help support this are those that help improve health and wellbeing outcomes for children and young people who are looked after and those that support them to be prepared for the future. (See Corporate Parenting Board website at [lccintranet2/corporate/web/view.asp?siteid=4183&pageid=17628&e=e](http://lccintranet2/corporate/web/view.asp?siteid=4183&pageid=17628&e=e) for more information).

The Wellbeing Prevention and Early Help service will contribute to improving the social determinants of health of Lancashire's population:

- improve and protect the health and wellbeing of Lancashire's population, improve the health of the most vulnerable, enable children, young people and families to achieve success, resist stress, manage change and uncertainty, and make safe decisions about their future
- improve and protect the health and wellbeing of Lancashire's families, prioritising vulnerable groups of children, young people and their families to reduce health inequalities

**15) Taking into consideration all the information you have collected in answering the previous questions, what are the changes/actions you will carry out to tackle any issues you have identified? These may be – no change to the service; adjust the proposal; continue with proposed changes or stop the changes and reconsider.**

If going ahead with changes, what are the factors you have balanced –

e.g. financial, operational – which you have considered alongside your Analysis findings (countervailing factors).

Service development will continually be reviewed to ensure an appropriate response to any issues that are identified.

### **16) When will you review your actions?**

Monitoring should be at least half yearly in line with the business planning performance management cycle.

Monitoring will be in line with the corporate business planning performance management cycle.

### **17) When will you report progress on your actions and who to?**

Progress on actions should be reported to relevant county councillors, officers, partnerships and groups etc

Progress will be reported through the appropriate governance structure once the corporate transformation is complete.

### **18) When will you review your service or service plan?**

Service plans will be review in line with the corporate review cycle.

Name of officer completing the template Debbie Huffell

Role: Integrated Service Development Manager



**Section 4**

**Equality**

**Analysis Toolkit**

**Public Health and Wellbeing (Health Services  
to Children and Young People)**

**For Decision Making Items**

**November 2014**

## **Name/Nature of the Decision**

Public Health and Wellbeing Service Offer

Health Services to Children and Young People

## **What in summary is the proposal being considered?**

All commissioning decisions supported by the service will include a robust needs analysis and consultation with service users and stakeholders, build on assets within communities and be underpinned by a sound evidence base.

A comprehensive commissioning review of CAMHS has been agreed by the Health and Wellbeing Board and the Local Authority's contribution will be reviewed alongside all other responsible agencies to ensure that reductions in funding is managed appropriately through a service redesign aimed at intervening earlier.

A draft commissioning Strategy for CAMHS has been developed and a separate draft Equality Impact Analysis has been completed for this.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The service offer for commissioned support should not affect the population directly.

The review of CAMHS will be undertaken across Lancashire and it is anticipated to affect all areas in a similar way. As services at tier 3 are commissioned by the 6 Clinical Commissioning Groups (CCGs) however, the variance in their contribution may impact on some areas more than others.

This will be understood and considered with the CCGs as part of the review.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Yes for the CAMHS element only, as set out below.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the

decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

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## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

The impact on staffing at Grades 10 and below will be considered as part of Phase 2 of the County Council's Transformation.

It is estimated that in 2015 the number of children and young people with an Emotional Health and Wellbeing need requiring an intervention at tier 2 will be 20,751 and at tier 3 will be 5,118. Children and young people with protective characteristics are more at risk of having an emotional health and wellbeing need, this is broken down in detail in the draft EHWP Commissioning Strategy.

## **Question 2 – Engagement/Consultation**

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

Consultation has already taken place with children and young people, service users, carers and other stakeholders to inform the strategy. This will be used to inform the review along with further consultation around current gaps, models of delivery and what works.

## **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities

- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

Reducing the Tier 2/3 CAMHS offer to service users may result in speeding up deterioration in service users' emotional health and wellbeing leading to increased demand for Children's Social Care, Tier 4 residential CAMHS, and hospital admissions. It may also have an impact upon parents/carers resulting in increased family and placement breakdowns.

It is hoped that by reviewing and redesigning with partners the current provision of CAMHS across Lancashire that the reduction in resource is managed. While it is likely that specialist service capacity will be reduced it is hoped that redirection of resource to preventative services should mitigate some of this and enable CYP needs to be met earlier and more effectively.

This would be considered in more detail as part of the review.

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Other service offer proposals could heighten disadvantage to children and young people with emotional health and wellbeing needs.

#### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

The CAMHS service redesign will take account of information gained from consultation and further analysis – we are just at the start of the process so no changes are planned in the immediate future.

#### **Question 6 - Mitigation**



Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

Reviews will be undertaken in a sensitive and consistent manner to mitigate against any negative impact.

Mitigation will also be achieved by co-ordination of all internal service offers, partner agencies commissioning intentions, a project management approach to the review, widespread consultation and publicity campaign and the promotion and development of alternative supports.

As and when other issues are identified we will revisit our plans and take account of issues identified via the consultation undertaken to support this review

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The offer has been developed to achieve budget savings. The reductions will only be realised by the comprehensive review which will

be time consuming and intensive and likely to result in complaints which will need to be managed.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

A new service offer for commissioning support which will move towards consistency in robust commissioning process and enable the services commissioned for the population of Lancashire to be effective in improving outcomes and offer value for money.

A new service offer for the Local Authority's contribution to CAMHS which is developed in partnership with children, young people, parents and carers and all partner agencies following a comprehensive review. There is potential negative impact for children, young people and families and upon other agencies if the services available for emotional health and wellbeing are not sufficient.

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The review of CAMHS will be undertaken by a multi- agency task and finish group reporting to the Health and Wellbeing Board. Recommendations within the review will be considered by each agency's senior leadership teams prior to implementation. The review and subsequent services commissioned will ensure that the 9 x protected characteristic groups are monitored in terms of service take-up/losses.

Equality Analysis Prepared By Lesley Tiffen

Position/Role Integrated Health Manager

Section 1

# Equality Analysis Toolkit

Public Health and Wellbeing (Community  
Safety)

For Service Managers

November 2014

## 1) What is the aim of your service?

This should complement the County Council's Corporate Strategy or your Directorate's objectives.

- Overall responsibility within Lancashire County Council for the continuous improvement of effective partnerships and systems to make Lancashire's communities safer, including collaborating with partners to improve and maintain the Lancashire Community Safety Strategy Group (LCSSG), and wider community safety and criminal justice partnership working
- Identification and implementation of changes to the community safety and criminal justice systems in the county in response to the legislative reforms
- Strategic leadership of Lancashire County Council's approach to community safety, ensuring it is effectively integrated into the wider management and planning mechanisms within the County Council
- Enabling effective engagement and collaboration with the Police and Crime Commissioner for Lancashire including delivery of the Community Safety Agreement, Police and Crime Plan and subsequent delivery plans
- Ensuring a joined up, strategic approach to tackling domestic abuse for the county council and on behalf of partners through the joint commissioning of support services and delivery of the domestic abuse strategy.
- The service enables the county council to meet its statutory duties under a range of legislation, in particular the Crime and Disorder Act 1998, Police Reform Act 2006 and the Police Reform and Social Responsibility Act 2011

## 2) What outcomes do you want to achieve from your service?

The service coordinates, influences, drives and develops community safety initiatives and services on behalf of the county council and in partnership. This includes:

- Development of services and initiatives aimed at reducing crime and anti-social behaviour through:
  - o Working with partners to secure central government and other grant funding
  - o Building pooled budgets with partners through which to commission services
  - o Coordinating partner bids for OPCC grant applications
- Improved delivery, review and performance through the production of a single Strategic Needs Assessment and supporting analytical products through which to support evidence based decision making across the partnership landscape
- Effective advice and guidance on community safety and criminal justice matters for the PCC and community safety partners
- Effective advice and guidance on changes in community safety related legislation to enable the development of local preparations and a consistent response across the county eg use of ASB tools and powers
- Strategic and secretariat support to Lancashire Community Safety Strategy Group and Area Community Safety Steering Groups
- Strategic support and guidance to key thematic delivery groups to ensure delivery against the Community Safety Agreement and thematic delivery plans
- Delivery against the Community Safety Agreement, Police and Crime Plan and associated delivery plans eg domestic abuse strategy, reducing reoffending, organised crime, early action, CONTEST and

preventing violent extremism

- Collaboration with the OPCC, to drive effective partnership working at a district, area, county and pan-Lancashire level in order to achieve the shared strategic priorities of reducing the harm caused to communities by domestic abuse, violent crime, anti-social behaviour and hate crime, anti-social road use, offending and re-offending, and substance misuse
- Strategic direction for tackling domestic abuse in partnership across Lancashire incorporating: commissioning support services for victims, children, young people and families; prevention programmes for perpetrators; workforce development; pathway improvement; and, the conduct of statutory functions eg Domestic Homicide Reviews

### **3) How is your service performing?**

Write here any information you have collected that shows how your service is performing. See the corporate intranet site at [lccintranet2/corporate/web/view.asp?siteid=2665&pageid=30233](http://lccintranet2/corporate/web/view.asp?siteid=2665&pageid=30233) for directorate business planning information.

The community safety team maintains a performance scorecard on behalf of community safety partners which shows that in general crime continues to reduce and that performance against priority issues is good. This can be found at: [www.saferlancashire/made](http://www.saferlancashire/made)

### **4) Who are the people who will benefit from your service?**

The answer to this question could be everyone in Lancashire, or it could be everyone within a District of Lancashire e.g. Burnley, or everyone within a ward e.g. Daneshouse etc. Alternatively, the answer could be a particular group of people e.g. young people in Leyland, people with a

disability in Frenchwood etc.

Information on Lancashire's population can be found at

<http://www.lancashire.gov.uk/profile>

The service benefits everyone in the county through working with partners to keep Lancashire a safe place to live, work and visit. However there is a particular focus on improving outcomes for vulnerable victims of crime and anti-social behaviour and in working to reduce levels of offending, re-offending and substance.

**5) How do you monitor the use of your service and which citizens do you monitor? Please ensure you retain information in relation to your monitoring as evidence of it may be required.**

We have a legal duty under the Equality Act 2010 to monitor the use of our services by users who share the following protected characteristics:

- age
- disability (including Deaf people)
- gender reassignment/gender identity
- race/ethnicity/nationality
- sex/gender
- pregnancy/maternity
- religion or belief
- sexual orientation
- marriage/civil partnership (in respect of which the s.149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct prohibited by the Act)

Monitoring can be done in a variety of ways, to best meet the needs of the service. See the corporate service monitoring form at [lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e](http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e)

If you are not currently monitoring across all these characteristics, please say how you will develop your monitoring systems to do so.

**6) What does your monitoring information tell you about who is and who is not using your service?**

The service is provided at a general level across the population. Where groups with protected characteristics are found to be disproportionately affected by particular crime types/incidents, the service works with partner agencies to better understand the problem and where possible to develop targeted interventions to improve outcomes.

**7) How do you consult, inform, and involve people in developing your service? Please ensure you retain materials relating to your consultation in case evidence of it is required.**

There are a range of techniques to involve people in developing your services. They include:

- service user surveys and panels
- service user satisfaction surveys
- focus groups
- community consultation and engagement exercises
- residents' surveys, including the Living in Lancashire survey - see <http://lccintranet2/corporate/web/?siteid=2660&pageid=3543&e=e>



- for more information.
- discussion with front line employees
- complaints, compliments, and comments
- Customer Focus Consultancy see [lccintranet2/corporate/web/?siteid=5196&pageid=27362](http://lccintranet2/corporate/web/?siteid=5196&pageid=27362) for more information
- Joint Strategic Needs Assessment (JSNA) see <http://www.lancashire.gov.uk/jsna> for more information
- mystery shopping
- talking to voluntary, community, and faith sector (VCFS) organisations that represent different groups of people
- feedback from district and sub district groups i.e. Local Strategic Partnerships, Area Forums, Area Committees, Neighbourhood Management Boards, Parish and Town Council meetings, Police and Community Together (PACT) meetings etc.

See the Neighbourhood Engagement Intranet site at

[lccintranet2/corporate/web/view.asp?siteid=3949&pageid=21780&e=e](http://lccintranet2/corporate/web/view.asp?siteid=3949&pageid=21780&e=e) for further advice.

The service conducts regular surveys through Living in Lancashire. The survey is designed to be representative of the community in Lancashire, with the most recent showing:

9 out of 10 residents consider the local area to be safe, the most common reasons given were having a good community and neighbours, living in a quiet area without trouble, having good street lighting and low levels of crime. 3 out of 5 also said they feel safe after dark.

4 out of 5 said that anti-social behaviour was not a big problem in their area and over half think that the police are successfully tackling anti-

social behaviour. Two thirds agree that the police are successful in tackling crime in the local area however less than 1 in 5 believe that offenders get tough enough sentences.

The service produces community safety intelligence products (modelled on the JSNA) to better understand the profile of priority issues and to inform the development of services and interventions. These products are available on [www.saferlancashire/made](http://www.saferlancashire/made)

Community safety commissions specialist services to provide support to victims of domestic abuse. Whilst this issue can affect anybody, national statistics show that 1 in 4 women and 1 in 7 men will experience domestic abuse at some point in their lives. Local service data shows that there is still considerable under-reporting of the issue but that all groups with protected characteristics are both affected by the issue and access support services. All commissioned services are required to collect service user data as part of contract monitoring and are supported to improve access where appropriate and possible. The commissioned service has a separate equality impact analysis.

**8) Which groups of people do you involve in developing your service? Are there any particular groups that you need to target? In considering this question, you should focus first on whether the service has particular relevance to groups of individuals who share the protected characteristics under the Equality Act, namely:**

- age
- disability (including Deaf people)
- gender reassignment/gender identity
- pregnancy or maternity
- race, ethnicity or nationality

- religion or belief
- sex/gender
- sexual orientation
- marriage/civil partnership (in respect of which s.149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct prohibited by the Act)

In doing so, where relevant, you should consider any effects on specific groups or sub-groups sharing one or more protected characteristics such as, for example:

- older people
- people of a particular religion or ethnic group
- Gypsy, Roma and Traveller communities
- Lesbian, Gay, Bisexual or Transgender communities
- It may also be appropriate to consider the specific needs of those with non-statutory characteristics, e.g.:
- people living in deprived areas
- people living in rural areas
- Children Looked After
- young people not in education, employment or training (NEET)
- carers
- other groups as appropriate e.g. teenage parents, offenders etc

If there are groups that you need to target, how will you do this?

Service users and groups with protected characteristics are consulted in the development of community safety intelligence products and as part

of the commissioning cycle to ensure that their views inform both service design and delivery. The providers of commissioned services eg Domestic Abuse, are required to consult with service users as part of their contracted duties.

**9) If appropriate, how have you involved the following in developing your service? Again, please retain any evidence of this.**

- Voluntary, Community and Faith Sector (VCFS) organisations
- county councillors
- parish and town councils see [lccintranet/corporate/atoz/a\\_to\\_z/service.asp?u\\_id=2339&tab=1](http://lccintranet/corporate/atoz/a_to_z/service.asp?u_id=2339&tab=1) for more information
- district ward councillors/district councillors
- overview and scrutiny committees see [lccintranet/corporate/atoz/a\\_to\\_z/service.asp?u\\_id=1788&tab=1](http://lccintranet/corporate/atoz/a_to_z/service.asp?u_id=1788&tab=1)
- other statutory agencies e.g. National Health Service, Lancashire Constabulary etc

Community Safety Partnerships are required to consult stakeholders in carrying out the Strategic Assessment of Crime and Disorder which in turn is used to inform development of the Community Safety Agreement (CSA - the pan-Lancashire strategic document produced every 2 to 3 years). The Living in Lancashire Survey forms part of this consultation in conjunction with a range of other surveys carried out across the partnership and by partner agencies including: the police, the police and crime commissioner, local authorities, criminal justice agencies etc. Community Safety is required to report to overview and scrutiny on an annual basis to consider any performance or significant service developments. In addition, the CSA is subject to the approval of

overview and scrutiny, cabinet and full council, and takes account of the priorities of the Police and Crime Commissioner. In addition, the service participates in consultation with VCFS, communities and councillors as part of local partnership arrangements.

Stakeholders and service users are consulted as an integral part of the commissioning process where new services are developed or where reviews of service delivery are carried out.

Consultation will be ongoing with relevant stakeholders throughout the review of the service.

**10) Taking into consideration the information you have collected already, are there any potential negative impacts that might affect citizens because of their:**

- age
- disability including Deaf people
- race/ethnicity/nationality
- sex/gender
- gender reassignment/ gender identity
- religion or belief
- sexual orientation
- pregnancy or maternity status
- marriage or civil partnership status

Or because they are:

- people who have young children

- living in an area of deprivation
- living in a rural area
- Children Looked After
- young people not in education, employment or training (NEET)
- teenage parents
- carers
- others e.g. offenders, people out of work, problem drug users etc.

No

Please note that the consideration of potential negative effects should be specific and realistic. Potential adverse effects should not be minimised or exaggerated.

N/a

**11) Does your review indicate that the effect of the policy or decision under review could combine with other policies or decisions of LCC or other public authorities ?**

There are implications for other public bodies in relation to potential reduction in funding for PCSOs and subsequent re-direction of resource towards front-line delivery of domestic abuse services.

Could the results of your review combine with other decisions within LCC or elsewhere to affect any of the above groups (i.e. the cumulative effect)?

The results of this review would combine with other decisions to provide an ongoing, secure service for vulnerable victims of domestic abuse.

Are you aware of other local or national decisions which could combine with this decision to particularly disadvantage any specific groups ?

There may be a cumulative impact in the potential reduction of funding allocated towards PCSO numbers where other authorities carry out a similar review of their contributions. However this would impact across the population rather than disproportionately against any particular group.

**12) In relation to your service review findings, whether viewed alone or in combination with other factors, are these likely to have adverse effects on groups sharing relevant protected characteristics ? If so you must consider how to mitigate such adverse effects.**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your conclusions/proposals on those sharing any relevant protected characteristic. It is important here to do a genuine and realistic evaluation of the likely effectiveness of the mitigation proposed. Over-optimistic and over-generalised assessments are likely to fall short of the due regard requirement.

Also consider if the mitigation might adversely affect any other groups and how this might be managed.

LCC is developing its provision of prevention and early help services which would mitigate against any reduction in PCSO numbers.

**13) Think about the potential positive impacts your service could have on certain groups of people, and in particular those sharing protected characteristics. What are they and how might they be developed?**

Use this information to think about how your service might improve

quality of life and assist in relation to promoting equality.

Will the positive impacts be accompanied by any negative impacts on groups of citizens sharing the protected characteristics? If so, how might these be addressed or balanced?

The service aims to improve the quality of life of communities in Lancashire through maintaining a reducing level of crime and anti-social behaviour. This aims holds true for all communities and groups with protected characteristics. Where particular groups are found to be disproportionately affected by particular crime types or incidents, evidence based steps will be taken to influence service delivery and so produce better outcomes for these groups.

Whilst there is a reduction in the core funding allocated to Community Safety, the remaining resource will be re-aligned towards front-line delivery and in particular towards services which aim to reduce and prevent harm caused by domestic abuse.

**14) How can your service contribute to the following priority areas:**

- Eliminating discrimination, harassment, victimisation or any other unlawful conduct

Will the service be provided by people who treat all clients/customers/service users with dignity and respect?

Yes, this is required of all commissioned services

Will assessment or eligibility criteria be set objectively and fairly? Will training in some form be available to ensure that these requirements are properly applied?



Yes, this is required of all commissioned services

- Tackling social exclusion and advancing equality of opportunity between persons who share relevant protected characteristics and those who do not share it.

This will involve taking steps to remove or minimise disadvantages suffered by persons who share a relevant protected characteristic and that are connected to that particular characteristic, taking steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it, and encouraging persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

It is important to bear in mind that taking steps to meet the needs of disabled persons which are different from those of persons who do not share that disability include steps to take account of the disabilities in question. This may even include treating some persons more favourably than others in order to allow them to participate in social or public life.

Activities that help improve social inclusion include those that improve the quality of life for people who are disadvantaged or are in danger of poor outcomes in their lives through various circumstances e.g. a lack of money, difficulty in accessing services difficulties accessing premises, and barriers to taking part in relationships and activities that are available to most people in communities etc.

- Improving community cohesion /Fostering Good Relations between persons who share a relevant protected characteristic and those who do not share it

This may include thinking about ways to tackle prejudice and promote understanding between groups of people with protected characteristics and those who do not share those characteristics. Activities that help

improve community cohesion include those that bring people from different communities together (e.g. people of different ethnicities, faiths, ages, geographical backgrounds etc); those that empower communities and those that reduce tensions in communities. (See the Community Cohesion website at <http://www.lancashire.gov.uk/corporate/web/view.asp?siteid=2966&pageid=5956&e=e> for more information).

- Improving health and wellbeing

Health and wellbeing means that people feel well enough and sufficiently supported to live their lives to the full. Activities that help improve health and wellbeing include those that ensure that basic needs are met, that individuals have a sense of purpose, that they feel able to achieve important personal goals and participate in society.

- Supporting the county council's role as a corporate parent

The Corporate Parenting Board ensures that Children Looked After have the same opportunities as their peers to a good quality of life. Activities that help support this are those that help improve health and wellbeing outcomes for children and young people who are looked after and those that support them to be prepared for the future. (See Corporate Parenting Board website at [lccintranet2/corporate/web/view.asp?siteid=4183&pageid=17628&e=e](http://lccintranet2/corporate/web/view.asp?siteid=4183&pageid=17628&e=e) for more information).

**15) Taking into consideration all the information you have collected in answering the previous questions, what are the changes/actions you will carry out to tackle any issues you have identified? These may be – no change to the service; adjust the proposal; continue with proposed changes or stop the changes and reconsider.**

If going ahead with changes, what are the factors you have balanced – e.g. financial, operational – which you have considered alongside your Analysis findings (countervailing factors).

Changes will continue to evolve in line with the organisational transformation.

**16) When will you review your actions?**

Monitoring should be at least half yearly in line with the business planning performance management cycle.

**17) When will you report progress on your actions and who to?**

Progress on actions should be reported to relevant county councillors, officers, partnerships and groups etc

**18) When will you review your service or service plan?**

Review is currently ongoing in line with the organisational transformation.

Name of officer completing this template Mel Ormsker

Role Community Safety Manager

# **Equality Analysis**

## **Public Health and Wellbeing (Road Safety)**

**November 2014**

## Nature of the Decision

### Speed Management

There will be a reduction in the number of road safety and speed management courses delivered as follows:

- Non-diversionary courses including Older Drivers and Motorcycles but number of courses delivered is reduced by 50%
- Speed Tasking, deployment of SPIDS, speed counts but quantum delivered reduced by 50%

### Safer Travel Unit

To reduce the amount of training provided by the Safer Travel Unit as follows:

- Road safety education delivery through the Moodle or through partners such as police, fire and rescue, health and Children's Trust
- Delivery of cycling schemes but only those that are funded externally, principally through DfT eg. bikeability
- Road safety and sustainable travel engagement, including early years, but output reduced by 25%
- Healthy Streets programme but output reduced by 50% but with the potential to deliver more by increased delivery through partnership working and other means
- Reduced resources focused on areas of highest need as directed by Strategic Casualty Assessments.

## What in summary is the proposal being considered?

- Reduce the level of direct motorcycle engagement/awareness which currently only impacts on a relatively small number of riders and focus on supporting police engagement campaigns
- An increased targeted approach towards speed management working with the police to target the worst areas for enforcement, engagement and engineering measures. Limited SpID deployment, encouraging Parish and Community Groups to own their own SpIDs. Working with Police to do more Community Road Watch
- Direct social media campaigns aimed at young drivers who represent a disproportionate percentage of the killed and seriously injured casualties in Lancashire and are most open to influence through social marketing
- Focus Older Driver courses in areas of highest need and work with Public Health to support safe driving and sustainable modes of travel

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The proposal to target areas of greatest need will mean that there will be disproportionate effects on people dependent upon where they live in the County. Whilst there will be a service reduction, an intelligence based targeted approach will ensure areas of greatest need continue to be delivered so impact of service reduction will be minimised.

It is anticipated that the proposal would not have a disproportionate negative impact on anyone or groups of people with a protected characteristic, with the exception of the Older Driver courses which will have some impacts on the elderly. Road safety education to younger

people will change with more road safety education delivery through the Moodle.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

The reduction in the number of Older Driver courses will have an impact on the elderly.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

### **Question 1 – Background Evidence**

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

Budget savings and resulting reduction and changes in service means that the services provided through the Moodle are equally accessible to all schools in Lancashire and the reduced delivery of other resources will



be targeted at areas of highest need identified through statistics

The reduction in the number of Older Driver courses will have an impact on the elderly. Currently, 500 courses per year are delivered with County Council funding and it is proposed that this will be reduced by 50% and targeted to those geographical areas with the most need.

## **Question 2 – Engagement/Consultation**

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

At this stage, views have not been sought but should the proposals progress then wider consultation will be undertaken to develop a fuller understanding of the impacts.

## **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

The reduction in the number of Older Driver courses will have an impact on the elderly. Those elderly people who will be unable to attend a course, the impact may be that they will have to give up driving sooner than if they had attended a course. This will mean that they would have to use public transport, seek lifts from others or be at risk of social isolation.

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for

Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

The proposed withdrawal of all subsidised bus services is likely to exacerbate the impact of this proposal.

### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Analysis stage has not yet been and further work will be required if the proposals progress.

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

We will continue to provide a reduced level of Older Driver courses and these will be targeted to those geographical areas identified to have the most need.

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

Budget reductions have to be achieved and LCC is required to find £300m in budget savings over the period 2014 – 2018 and these proposals will contribute to this reduction.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

At this stage, the proposal is set out as above.

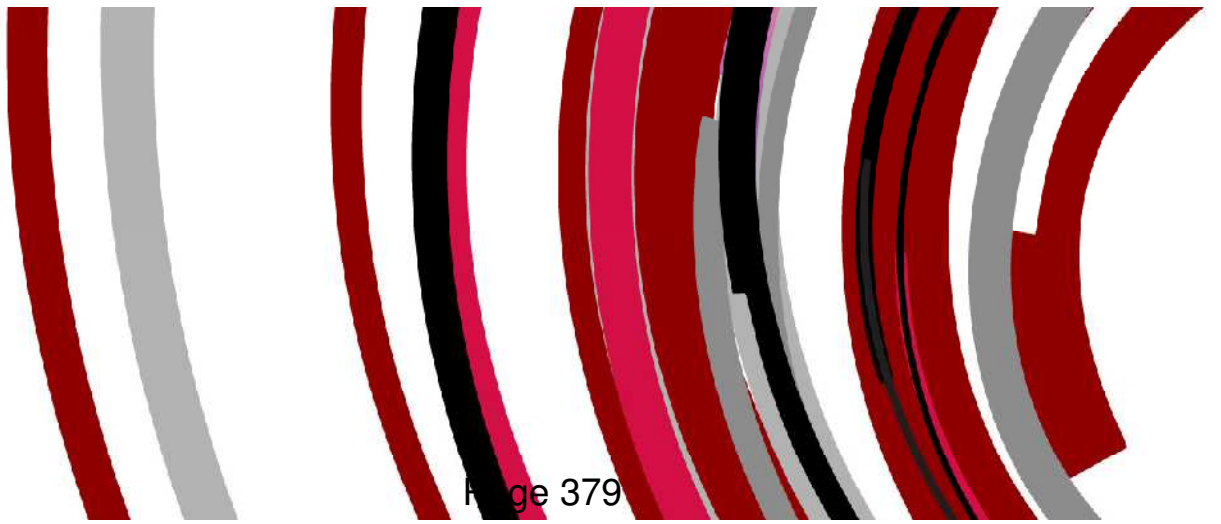
### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The new service area will need to develop appropriate review and monitoring arrangements as it moves forward.

Equality Analysis Prepared By: Tony Moreton

Position/Role: Assistant Director, Sustainable Transport



Section 4

# Equality Analysis Toolkit

Public Health and Wellbeing (Scientific  
Services)

For Decision Making Items

November 2014

## Name/Nature of the Decision

Public Health and Wellbeing Service Offer

Reductions to the Lancashire County Scientific Service (LCSS) budget creating an opportunity to review the commercial business model for this service. This review will aim to produce a new commercial business model that will provide a high quality analytical 'in-house' service whilst working commercially to generate external income.

### **What in summary is the proposal being considered?**

Lancashire County Scientific Services (LCSS) provides a wide range of UKAS accredited environmental, food substance and agricultural testing services for the council and on behalf of the council as an income generating service.

Historically, the service has aimed to offer a wide range of analytical scientific services whilst positioning itself as a centre of excellence for analytical services in the North West. The service is classified as an 'Official Food Control Laboratory' recognised at national and EU level. It is also the platform that provides LCSS with the reputation to deliver services across other areas.

However, with a reduction on the level of budget provided to this service and a change in the nature of demand for services there is a need for the service to adapt and respond to these changing markets.

The service has spent the last two years scrutinising services both financially and strategically and establishing performance management systems that have and continue to enable the commercial viability of these services to be tested. This work supports the need for a fundamental reprioritisation of services and re-modelling of the service if it is to become more financially self sustaining.

The service will therefore focus its resources upon the growth of its 'core' business areas which best meet the internal needs of the County Council and those where we are most likely to maintain a strong position commercially. This will happen whilst remaining open to developing new areas of activity as business opportunities arise.

This approach may result in ending the delivery of some services where there is a business case that some services are better being procured through external sources by LCC or where there is little commercial viability for continuing with their delivery and where staff can be redeployed or reduced in numbers. Any decisions to cease services going forward will be accompanied by a consideration of the impact of such a decision and will consider especially the impact on protected groups.

The service will also, where appropriate, continue to contribute to strategic projects such as the Priority Neighbourhoods work, for example, by working with Trading

Standards to undertake nutritional profiling, testing and advice to the public in these areas.

Services will be tailored around work programmes and customer needs so that they are demand led and can respond quickly to changes in workloads and priorities.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The service provides internal services to LCC and is commercially led so work is provided to wherever the demand is.

There are unlikely to be any equality related issues relating to the budget savings being proposed as these relate mostly to:

- A reduction in management costs, overtime, mileage, operational consumables, the termination of leases for buildings no longer required, minimising the use of agency staff and re-negotiating servicing contracts with suppliers.
- An increase in the level of income being achieved by the service.
- The ending of some services however LCSS does not provide services which are designed specifically for any group of individuals and provides to a general market.

It should be noted however that as proposals become clearer it will be necessary to review any equality related issues again.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**



- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

This decision would not have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010. It should be noted however that as proposals become clearer it will be necessary to review any equality related issues again.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

I do not believe that the reductions proposed to Scientific Services budget will have a particular and disproportionate impact on any group of people sharing protected

characteristics under the equality Act 2010. It should be noted however that as proposals become clearer it will be necessary to review any equality related issues again.

## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

## Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

### **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting

understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

**Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

**Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

**Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Section 4

# Equality

# Analysis Toolkit

Public Health and Wellbeing (Trading Standards)

For Decision Making Items

November 2014



## **Name/Nature of the Decision**

Public Health and Wellbeing Service Offer

Reductions to the Trading Standards Service budget leading to a consequent reduction in capacity across the service. Reference should be made to the Safe Trader Scheme Equality Analysis.

## **What in summary is the proposal being considered?**

The new Service offer is strongly focused on high risk activities, being increasingly intelligence led and prioritising available resources towards the most vulnerable in Lancashire communities and/or those problems which affect large numbers of people and cause the greatest detriment. Services which are being delivered at present will need to be reduced, refocused and some activities will not be undertaken on the same scale or at all going forward.

All services provided will have a clear statutory basis, except consumer support which provides second tier advice and assistance to consumers and maintains vital civil law expertise to assist Lancashire businesses comply with their civil obligations in their dealings with their customers. The team also monitors and deals with some of the most complained about businesses in Lancashire. While this Service will still be provided due to its significant contribution to supporting vulnerable and elderly people and those in the most deprived communities the policies under which it operates will be amended to reflect the need to prioritise resources to these priority customers. The level of assistance provided and level of detriment involved before certain support can be provided will need to be adjusted to reflect the reduction in Service resources.

As services are statutory it is essential to maintain some level of activity/capacity to respond in each area. This activity is intelligence led and risk based, so that resources are directed to areas of greatest need – this means that it is not possible at this stage to indicate other than in broad terms what the service will be delivering in terms of specific projects, inspections and visits in 2017/18, although the offer will involve reductions to the level of activity on each these. However, while we will seek to minimise the impact of any reductions, increased response times, focus on high risk premises with limited audit based and intelligence led interventions at other premises and an increased prioritisation of advice to more vulnerable consumers and smaller businesses will be an aspect of the service offer.

Resources will be deployed to areas of greatest need and in line with intelligence available, delivery will be prioritised to the most significant consumer and business detriment and focused on priority neighbourhoods and areas of deprivation as appropriate.

The Service will be more closely linked with LCSS and efficiencies resulting from this alignment will be identified and realised to the benefit of both Services.

The Service will also seek to have in house capacity to pursue Proceeds of Crime Act (POCA) funding in appropriate cases. While this money can only be pursued in certain types of cases and has to be reinvested in enforcement, it can reduce the costs of Service provision.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The Trading Standards service is intelligence led and undertakes a range of statutory duties which impact on the health and wellbeing of residents of Lancashire. The service operates from County Hall in Preston, officers respond to complaints and intelligence, and carry out inspections dealing with consumers and businesses across the County, and beyond.

The current proposal is to maintain activity across all areas of Trading Standards, with an emphasis on high risk issues and businesses.

The service will maintain a focus on service delivery in all districts from its base in County Hall and will continue to consider any potential disproportionate impact of trading standards contraventions on vulnerable neighbourhoods of Lancashire.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

This service already has a strong focus on protecting the elderly and vulnerable groups and it is proposed that this focus will be maintained including prioritising work which impacts on public health and elderly vulnerable consumers.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

I do not believe that the reductions proposed to Trading Standards service delivery will have a particular and disproportionate impact on any group of people sharing protected characteristics of:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

The service will continue to deliver across the full range of Trading Standards functions with an increased emphasis on dealing with high risk issues and provision of support to elderly and vulnerable consumers. As the transformation process progresses further equality

impact assessments may need to be undertaken to ensure that any more detailed proposals do not impact on groups with protected characteristics.

## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

## Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

### **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting

understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

#### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?



**Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Equality Analysis Prepared By Amanda Maxim/David Scott

Position/Role Trading Standards Managers

Section 4

# Equality Analysis Toolkit

Public Health and Wellbeing (Safe Trader  
Scheme)

For Decision Making Items  
November 2014

## **Name/Nature of the Decision**

A change in the funding arrangements for the Safe Trader Scheme to include provision in the core Trading Standards Service Budget leading to a consequent reduction in resource allocated to the scheme. Reference should be made to the full Trading Standards Service Equality Impact.

## **What in summary is the proposal being considered?**

The Safe Trader Scheme is currently part of the Help Direct programme and has been in operation since October 2009 operated by the Environment Directorate's Trading Standards Service. The Safe Trader scheme is currently largely funded by ASHW and as part of the ASHW savings plans it is intended to cease funding of this service by the end of March 2015. It is proposed that the scheme will in future be administered as part of the Trading Standards Service's core service offer. The way the service operates will also be reviewed and efficiencies sought.

The scheme is part of the Help Direct programme which is currently being redesigned as part of the new Integrated Health and Wellbeing Framework, which will include the provision of information and advice. In addition, there is also a project underway to look at how Adult Services provides information and advice regarding its services and support to members of the public including self-funders via the internet. This project is looking towards development of an IT database and customer portal which can include information about some service providers currently in the Safe Trader scheme although by no means all categories of traders.

ASHW would seek to support the future scheme by aligning with projects across all directorates including the Home Improvement Service, Retail model, community portal and the local offer linked to the SEN reforms.

The Trading Standards Service is currently looking into options to continue and sustain the service long term as the service supports a number of priorities such as preventing doorstep crime, protecting vulnerable consumers and supporting businesses. Future options include potentially charging traders to be part of the scheme, as some other authorities currently do. If this is pursued consultation with businesses will be undertaken.

The new Trading Standards Service offer is strongly focused on high risk activities, being increasingly intelligence led and prioritising available resources towards the most vulnerable in Lancashire communities and/or those problems which affect large numbers of people and cause the greatest detriment. Services which are being delivered at present will need to be reduced, refocused and some activities will not

be undertaken on the same scale or at all going forward. In relation to the Safe Trader Scheme it is proposed that the scheme will be maintained with a reduced resource resulting in slower development, recruitment to and publicising of the scheme, but little impact on the service users including protected groups, especially the elderly and vulnerable who are key target users of the scheme.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The Safe Trader Scheme is available to all residents of Lancashire so any reduction in service will affect the whole county equally.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Trading Standards already has a strong focus on protecting the elderly and vulnerable groups, however a reduction in resource for safe trader, which, while used by all is of considerable benefit to the elderly and vulnerable, has the potential to impact disproportionately on those groups and therefore it will be imperative that we review delivery of the scheme as the transformation process progresses to assess the impact and address those issues which can be resolved.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

I do not believe that the reductions proposed at present to delivery of the safe trader scheme will necessarily have a particular and disproportionate impact on any group of people sharing protected characteristics of:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

The service will continue to deliver the scheme with an increased emphasis on provision of support to elderly and vulnerable consumers, and with appropriate support as identified to other groups with protected characteristics.

However, as we move through the transformation process, we will need to carefully monitor any changes or reductions to the scheme to assess the impact on groups with protected characteristics, and take appropriate steps to mitigate these effects where possible. Further Equality Impact Assessments will therefore be undertaken

as necessary during the transformation process.

## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

## Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

### **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting



understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

**Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

**Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

**Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Equality Analysis Prepared By Amanda Maxim/David Scott

Position/Role Trading Standards Managers



Section 4

# Equality Analysis Toolkit

**Inclusion and Disability Support Service**

**For Decision Making Items**

**November 2014**

## **Name/Nature of the Decision**

**Inclusion and Disability Support Service – Service Offer**

## **What in summary is the proposal being considered?**

The Service Offer sets out the proposals for reduced service provision by 2016/17 which takes account of significant efficiency savings required within service delivery to children and young people with special educational needs and disabilities (SEND) and their families.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

Affects all districts

## **Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Disability

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

Yes

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

N/A

## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

The Inclusion and Disability Support Service provides statutory identification, assessment, intervention and monitoring for children and young people from birth to 25 with special educational needs and disabilities (SEND) and their families. This reflects the new legislative requirements set out in the Children and Families Act 2014, SEND Regulations 2014, SEN (Personal Budget) Regulations 2014 and the 0-25 SEN Code of Practice 2014 including:

- Joint identification, assessment and commissioning with adults services and health partners of services across education, health and social care for children and young people with special educational needs and disabilities from birth to 25 years.
- Co-ordinated assessment with health services for Education Health and Care Plans (EHCP).

- A local offer of special educational needs and disabilities services.
- Provision of information, advice and support on special educational needs and disabilities.
- Provision of personal budgets for young people/parent/carers who request them.
- Supporting transitions and preparation for adulthood.
- Provision of mediation and disagreement resolution services.
- Provision of home to school/college SEN and respite transport.
- Compliance with the Special Educational Needs and Disability Tribunal.

The Service also provides statutory duties for children with disabilities linked to the Children Act 1989, Chronically Sick and Disabled Persons Act 1970, Children (Leaving Care) Act 2000, Breaks for Carers Regulations 2000 and the National Health Service and Community Care Act 1990 including:

- Children in Need (section 17).
- Provision of accommodation (section 20).
- Care and supervision orders for children with disabilities (section 31).
- Safeguarding and promoting the welfare of children with disabilities (section 47).
- Breaks for carers.
- Services assessed as required for chronically sick and disabled children including practical assistance at home, short breaks, home adaptations, fixtures and fittings.
- Assistance to young people with disability who have been looked-after;

The group of people who will be affected by this decision can be identified by two specific protected characteristics; disability and age.

Although the children and young people are referred to as SEND there are two distinct groups; special educational needs (SEN) and disability (D) and a child/young person who has special educational needs may, or may not, also have a disability.

There are approximately 5,500 children and young people who have a Statement of Special Educational Needs (SEN). Approximately 1,000 children are identified with SEN in the early years between 0-2 years and it is estimated that around 2,000 young people have some form of SEN in further education settings.

At any one time, approximately 700 children and young people are assessed as children with disabilities as defined in the Children Act 1989 and Chronically Sick and Disabled Persons Act 1970. There are around 175 young people with a Statement of SEN who are looked after.

Statistics illustrate a large gap between the attainment of pupils with Statement of



## Special Educational Need and other pupils.

In 2014 in Key Stage Four, the gap between pupils with a Statement of SEN and other pupils achieving 5 GCSEs A\* – C in English and mathematics reduced from 52.2% to 47.8%, thanks mainly to an increase in the proportion of statemented pupils achieving the required grades (7.7% to 13.4%).

Young people with learning difficulties and/or disabilities are twice as likely to be not in education, training or employment (NEET) as those without. 11.6% of young people with LDD were NEET compared with 5.8% of those without as at April 2014. In the current economic climate the opportunities in the employment market for young people with learning difficulties and/or disabilities are likely to reduce further.

Often parents are on benefits due to full time carer responsibilities.

Individuals who share other protected characteristics have been considered as follows;

### **Race/ethnicity/nationality**

There is no evidence to suggest that there may be a disproportionately negative impact on persons with this protected characteristic. 82% of children with special educational needs or disabilities aged 5-16 in January 2014 were White British. Monitoring information would suggest that people from an ethnic minority background tend to be part of communities showing higher rates of deprivation.

### **Sex/Gender**

Monitoring information from the school census of children and young people aged 5-16 taken in January 2014 illustrates that 72.5% of pupils with a statement of special educational need are male compared to 27.5% female. This may suggest that there could be a disproportionately negative effect on the long term prospects of male children and young people with a special educational need.

### **Religion/belief**

We do not consistently collect data on the religion of learners who access SEND support and so are unable to assess the impact of these proposals on persons with this protected characteristic. There is no evidence to suggest that there may be a disproportionately negative impact on people with different religious beliefs or with no religious belief.

### **Sexual orientation**

We have no information on the numbers or proportion of Lesbian, Gay, Bisexual (LGB) communities likely to be affected by changes to the SEND service provision. There is no evidence to suggest that there may be a disproportionately negative impact on persons with this protected characteristic.

### **Gender Reassignment**

We have no information on the numbers or proportion of Trans communities likely to be affected by changes to the SEND service delivery. There is no evidence to suggest that there may be a disproportionately negative impact on persons with this protected characteristic.

**Marriage or civil partnership status**

There is no evidence to suggest that there may be a disproportionately negative impact on persons with this protected characteristic.

**Women who are pregnant or on maternity leave**

Information on numbers of learners who are pregnant is not collected. There is no evidence to suggest that there may be a disproportionately negative impact on persons with this protected characteristic

**Question 2 – Engagement/Consultation**

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

The Service will be reshaped to provide 3 area teams (replacing 5 locality teams) serving north (Lancaster, Fylde and Wyre), central (Preston, South Ribble, Chorley, West Lancashire) and east (Hyndburn, Ribble Valley, Burnley, Pendle and Rossendale) of the county with effect from 1 April 2015. Four functions will be covered through integrated teams for:

- SEND integrated assessment (with health services)
- Children with disabilities social care
- Educational psychology support
- Specialist learner support inclusion teaching

A new post for SEND Compliance Commissioning and Provision will be created at Team Manager level to pick up some of the duties previously undertaken by Service Managers.

This restructure will lead to the removal of 2 Service Manager posts and 5 Team Manager posts and therefore enable significant management savings. Further, the Service is considering alternative models of delivery which would provide effective and efficient delivery of the Service Offer within available resources.

A traded service offer from specialist Educational Psychologists and Inclusion Teachers to enable individual pupil support, intervention strategies and bespoke training packages will be delivered through the Traded Services Offer although professional oversight for staff will continue through the Inclusion and Disability

## Support Service.

The Service will deliver identification, assessment and intervention differently by:

- Routine monitoring visits by Learner Support Inclusion teachers to identify children and young people with SEN in early years settings and schools will cease. Instead, schools and early years settings must meet their statutory duties to identify and inform the Local Authority of any children and young people with additional and different needs from the majority of pupils.
- Routine Educational Psychology link visits to schools to identify and provide early intervention strategies for children and young people with SEN in early years settings and schools will be replaced by local "clinic-style" arrangements whereby Special Educational Needs Co-ordinators (SENCOs) can discuss specific children by appointment and receive advice and intervention strategies from Educational Psychologists.
- Critical Incident Support work for schools and early years settings where traumatic incidents occur will cease unless the Schools Forum can be persuaded to meet the costs of the Critical Incident Support Team.
- Some social care packages will be reviewed through sharper assessment and care planning processes and the introduction of a resource allocation system aligned to the one currently used for adults with disabilities.
- Attendance at and reading for Fostering and Adoption Panels will no longer be provided as it is not a statutory requirement for Educational Psychologists and/or Children with Disabilities Social Workers to participate.
- The Lancashire Break Time programme of non-assessed breaks for children with disabilities will reduce. Some of this loss can be offset by Early Help provision from Children's Centres and Youth Zones enhancing their universal offer to children and young people with disabilities. However, some families will be eligible for statutory assessed breaks from caring and therefore further discussion is needed with parent/carers on the most effective way to commission such provision so that those children and families most in need of breaks from caring are able to receive them.
- Funding for Inclusion Development projects in special schools will cease. However, schools will continue to be supported to implement the new SEND reforms through Dedicated Schools Grant funding.
- Further reductions will be made to SEN home to school/college and respite transport costs through new managerial arrangements within Integrated Transport and various efficiency arrangements including:
  - Adherence to policy for transport to be provided only where child attends nearest school;
  - More special schools taking on responsibility for managing their own transport;
  - Stop deviate and drop off for respite (which increases the costs via a variation charged monthly by contractors);

- Cease variations to commissioned transport contract costs monthly agreed by Integrated Transport Unit (provider) without reference to commissioners;
- Implement charging for post-16 transport as approved through recent Cabinet Member decision;
- Work with schools/colleges to move towards independent travel and meet and pick up points, minibus routes at start and end of college day as opposed to individual taxi runs;
- Promoting independent travel training to reduce number of young people requiring transport and/or a passenger assistance;
- Define a Respite transport policy to be provided for children and young people at risk of family breakdown or where there are concerns about safeguarding or their welfare ;
- Investigate again if transport can be provided by parents who have higher level Disability Living Allowance and mobility vehicles.

Further reductions in staffing costs following consideration of alternative models of delivery enabling effective and efficient delivery of the Service Offer within available resources.

***At this stage, no formal consultation has been conducted on these proposals.***

However, there has been informal discussion with the SEND Reforms Governance Board, a multi-agency group which oversees the implementation of the reforms to special educational needs and disabilities. The Board has parent/carers as representatives from the Lancashire Parent Carer Forum.

Further, the Local Authority supports the Lancashire Parent Carer Forum which has 12 district forums linked to each of the Lancashire district council boundaries. Each district forum can nominate up to two parent/carers to represent them on the county-wide Lancashire Parent Carer Forum. There has been limited discussion with members of the LPCF who are involved in commissioning our short breaks programme for children with disabilities known as Lancashire Break Time about the possibility of the budget reducing over time. However, these discussions have been very low key as none of us were in a position to speculate about future budget allocations.

The Local Authority commissions Barnardos to run regular groups across the county to seek the views and enable representation and participation of children and young people with SEND. This group is known as POWAR and has over 100 representatives within the consultative groups. Some young people have participated in the national network known as EPIC which is run by the Council for Disabled Children as part of the SEND reforms where they have contributed to ministerial discussions on the impact of the SEND reforms for young people with

disabilities. However, there has been no formal discussion with young people at this stage on the potential impact upon them of a reduced service offer.

### **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting

understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

**By 1<sup>st</sup> April 2015**

The management restructure for all grade 11 posts and above will be completed. This will remove 2 Service Manager posts and 5 Team Manager posts. (2 Team Manager posts for Learner Support will also be removed but these posts are funded from Schools Block and therefore do not contribute to the LCC saving efficiency targets).

A new post for SEND Compliance Commissioning and Provision will be created at Team Manager level.

The Service is considering alternative models of delivery which would provide effective and efficient delivery of the Service Offer within available resources. It is anticipated that alternative models will be developed by January 2015 followed by appropriate consultations with interested parties.

**During 2015/16:**

The post-16 means tested charging policy for SEND transport will be introduced from September 2015. This will bring about savings previously identified in a Cabinet Member report.

The Service will need to evaluate the impact and progress made in implementing the SEND reforms and ensure that we are compliant with national targets and monitoring set out in the SEND (Transformation) Regulations 2014. Any remedial action required will need to be considered at this time.

The Service will continue to downsize in line with the new models of delivery and effective and efficient delivery of the Service Offer within available resources.

**Social and emotional impacts on children and young people with SEND and their families:**

**(a) Charging for SEND transport**

Where means tested charge for post-16 SEND transport may apply, some families will struggle financially to meet these charges, juggling limited family finances to ensure that their child can attend further education.

Learners in possession of a Blind and Disabled Person Nowcard who are able to access the local bus network would fall under the concessionary scheme and would be eligible to travel free after 9.30am on weekdays, and for a heavily subsidised flat rate before 9.30am. However, they may not be able to access public transport vehicles, particularly if they have physical difficulties and low floor vehicles are not used or are used inconsistently.

Whilst a developing independence is encouraged it is noted that there is evidence of

harassment of SEND young people when travelling on public transport. The Council mitigates this impact through a range of safer travel initiatives delivered through the safer travel unit in conjunction with local bus operators.

There is the possibility that the introduction of charges could deter learners from participating in further education altogether.

The ability to access further education can lead to positive outcomes for young people with learning difficulties and/or disabilities supporting them to develop skills and aptitudes to go into sustainable employment and participate in their community.

**(b) Wider community impacts:**

In the current economic climate many families have been affected by job losses and/or a general reduction in household income which will exacerbate their ability to support their child/young person with social and community activities where short breaks opportunities are reduced or removed.

Often the parents are on benefits due to full time carer responsibilities so the impact of these proposals is mitigated by the proposal to apply an exemption for families on qualifying benefits.

Population figures imply that there is a higher level of children and young people with special educational needs and disabilities in the known areas of deprivation across Lancashire; Burnley, Hyndburn, Pendle, Rossendale and Wyre. The areas with least deprivation, Ribble Valley and Fylde have the lowest levels of children and young people with special educational needs and disabilities. This supports national statistics that children and young people with SEND tend to come from low income families.

There is a large gap between the attainment of pupils with a statement of special educational need and other pupils. In 2013 the gap between pupils with a Statement of SEN and other pupils achieving 5 GCSEs A\* – C in English and mathematics reduced from 52.2% to 47.8%, thanks mainly to an increase in the proportion of stated pupils achieving the required grades (7.7% to 13.4%). Lancashire had a smaller gap at key stage four than that seen nationally - 47.8%, compared with 51.3%.

Young people with learning difficulties and/or disabilities are twice as likely to be not in education, training or employment (NEET) as those without. In the current economic climate youth unemployment is expected to rise which can intensify the lack of employment prospects for young people with SEND, particularly if they have not progressed through the further education system.

Failure to achieve a positive outcome can result in isolation, depression and longer term poor health leading to a long term dependency on the benefit system.

If some SEND learners are deterred from entering into further post 16 learning as a result of the proposal to introduce charges this may have a significant long term

impact on their health, wellbeing and quality of life.

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

The Inclusion and Disability Support Service Offer supports the Children's Social Care Service Offer in reducing the number of children placed within agency placements. It also supports the Ageing Well Adults Learning Disability Offer.

It also links to the Early Help Offer whereby universal services fulfil their duties to children and young people with SEND and the Traded Services Offer offering individual support for children in schools and early years settings and in providing bespoke SEND training courses and consultancies.

It is also important to take account of a number of related developments included in other Service Offer across children's and adults' services, including:

- The Welfare Reform Bill proposes a series of changes to the benefits system that include the introduction of universal credit and an overall benefit cap. This could result in changes or reductions in the amount of benefit that families receive increasing the financial difficulty that would be faced by families.
- Research through the Rowntree Trust shows that children with disabilities are much more likely to be part of a single-parent household, relationship break up is twice as likely as for couples with non-disabled children, living costs are considerably higher whilst the capacity to work is considerably diminished.
- Changes to housing benefit has introduced a different approach where there



are 'spare' bedrooms in a household that are not occupied. This housing benefit reduction is called the under-occupancy charge, but is more commonly known as the 'bedroom' tax and does impact on a number of families of children with disabilities.

- The Lancashire Break Time programme of non-assessed breaks for children with disabilities will reduce. Some of this loss can be offset by Early Help provision from Children's Centres and Youth Zones enhancing their universal offer to children and young people with disabilities. However, some families will be eligible for statutory assessed breaks from caring and therefore further discussion is needed with parent/carers on the most effective way to commission such provision so that those children and families most in need of breaks from caring are able to receive them. This will result in cost shift to the Children with Disabilities Agency budget rather than an overall reduction in costs.
- Any changes to the number of Children with Disabilities Overnight Break Units may also have a 'knock-on' effect. Although the number of children and young people requesting such provision has reduced resulting from the successful flexible family support packages that have been provided, some families would be concerned if their local overnight provision were to reduce or cease. This too could result in more families seeking a re-assessment and alternative packages through agency provision.
- Provision of transport to overnight break units is discretionary. The proposed Service Offer suggests that a Respite Transport Policy would need to be agreed whereby transport would only be provided for children and young people at risk of family breakdown or where there are concerns about safeguarding or their welfare. Some families would not be willing or able to pay the costs of respite transport which may impact up on wellbeing, breaks from caring and for the sustainability and viability of the overnight break units.
- Start Well and Age Well are currently investigating the provision of an "all age" disability service which may result in additional savings and the removal of current transition points issues.

This section needs to be reviewed following consideration by the Cabinet Budget Committee.

## **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

No changes have been made to the original proposals. This will be reviewed following consideration and recommendations of the SEND Service Offer by the Cabinet Committee in November 2014.

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

No changes have been made to the original proposals. This will be reviewed following consideration and recommendations of the SEND Service Offer by the Cabinet Committee in November 2014.

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest

evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

No changes have been made to the original proposals. This will be reviewed following consideration and recommendations of the SEND Service Offer by the Cabinet Committee in November 2014.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

No changes have been made to the original proposals. This will be reviewed following consideration and recommendations of the SEND Service Offer by the Cabinet Committee in November 2014.

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

No changes have been made to the original proposals. This will be reviewed following consideration and recommendations of the SEND Service Offer by the Cabinet Committee in November 2014.

Equality Analysis Prepared By: Sally Riley

Position/Role – Head of Inclusion and Disability Support Service

Section 1

# Equality Analysis Toolkit

School Improvement

November 2014

## 1) What is the aim of your service?

This should complement the County Council's Corporate Strategy or your Directorate's objectives.

### School Improvement Service Offer

The Service aims to:

The Quality and Continuous Improvement (QCI) Service supports the provision of universal services to children and young people, including provision for Early Education. It also leads the local authority's work on attendance, Children Missing Education, Alternative Education provision and the education of Children Looked After.

The key outcomes include:

- Raising the attainment and improving the educational progress of vulnerable children and young people and those groups which are lower attaining
- Supporting the development of effective self-managing schools
- Ensuring there is sufficient high quality Early Years education and childcare
- Improving attendance
- Ensuring that Children Looked After are able to fulfil their educational potential

## 2) What outcomes do you want to achieve from your service?

The key outcomes include:

- Raising the attainment and improving the educational progress of vulnerable children and young people and those groups which are lower attaining
- Supporting the development of effective self-managing schools
- Supporting the development of childcare including childminders and out-of-school provision
- Ensuring there is sufficient high quality Early Years education and childcare
- Supporting the work of the Children and Young People's Trust
- Improving attendance
- Ensuring that statutory duties relating to Children Missing Education are met

- Ensuring that Children Looked After are able to fulfil their educational potential

### 3) How is your service performing?

Write here any information you have collected that shows how your service is performing. See the corporate intranet site at [lccintranet2/corporate/web/view.asp?siteid=2665&pageid=30233](http://lccintranet2/corporate/web/view.asp?siteid=2665&pageid=30233) for directorate business planning information.

- There is an improving trend in achievement in Lancashire with average or better than average attainment at all Key Stages except Key Stage 1
- There is an improving trend in achievement in the achievement of FSM pupils but KS4 performance remains below average for this group of pupils
- The proportion of good or better schools is above average with a better rate of improvement in Lancashire than that found nationally
- Support for schools is based on a traded model of school improvement where 98.8% of primary schools, 81% of Secondary schools, 87% of special schools and all nursery schools buy in to the SSG
- There is a strong track record of school improvement for schools requiring special support through support, challenge and intervention
- Whilst most districts in Lancashire perform above the national average there are variations in attainment with lower attainment in Hyndburn, Pendle and Burnley.
- Attendance in Lancashire schools is consistently above the national average and compares well with similar local authorities
- The proportion of Early Years settings judged good or better is in line with the national average and there is an improving trend
- There are sufficient Early Years education places to meet current demand from parents and carers
- The proportion of pupils permanently excluded from schools is above average and is particularly high in primary schools
- The attainment of Children Looked After is below average

#### **4) Who are the people who will benefit from your service?**

The answer to this question could be everyone in Lancashire, or it could be everyone within a District of Lancashire e.g. Burnley, or everyone within a ward e.g. Daneshouse etc. Alternatively, the answer could be a particular group of people e.g. young people in Leyland, people with a disability in Frenchwood etc.

Information on Lancashire's population can be found at

<http://www.lancashire.gov.uk/profile>

Children, young people and families across Lancashire
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#### **5) How do you monitor the use of your service and which citizens do you monitor? Please ensure you retain information in relation to your monitoring as evidence of it may be required.**

We have a legal duty under the Equality Act 2010 to monitor the use of our services by users who share the following protected characteristics:

- age
- disability (including Deaf people)
- gender reassignment/gender identity
- race/ethnicity/nationality
- sex/gender
- pregnancy/maternity
- religion or belief
- sexual orientation
- marriage/civil partnership (in respect of which the s.149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct

prohibited by the Act)

Monitoring can be done in a variety of ways, to best meet the needs of the service. See the corporate service monitoring form at [lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e](http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e)

If you are not currently monitoring across all these characteristics, please say how you will develop your monitoring systems to do so.

We provide universal services which are open to all children and young people and their families and we specifically monitor the performance of groups with the following characteristics

- age
- disability (including Deaf people)
- race/ethnicity/nationality
- sex/gender
- pregnancy/maternity
- religion or belief

**6) What does your monitoring information tell you about who is and who is not using your service?**

We are a universal service and attendance at schools is compulsory so all families benefit from the services we provide.

**7) How do you consult, inform, and involve people in developing your service? Please ensure you retain materials relating to your consultation in case evidence of it is required.**



There are a range of techniques to involve people in developing your services. They include:

- service user surveys and panels
- service user satisfaction surveys
- focus groups
- community consultation and engagement exercises
- residents' surveys, including the Living in Lancashire survey - see <http://lccintranet2/corporate/web/?siteid=2660&pageid=3543&e=e>
- for more information.
- discussion with front line employees
- complaints, compliments, and comments
- Customer Focus Consultancy see [lccintranet2/corporate/web/?siteid=5196&pageid=27362](http://lccintranet2/corporate/web/?siteid=5196&pageid=27362) for more information
- Joint Strategic Needs Assessment (JSNA) see <http://www.lancashire.gov.uk/jsna> for more information
- mystery shopping
- talking to voluntary, community, and faith sector (VCFS) organisations that represent different groups of people
- feedback from district and sub district groups i.e. Local Strategic Partnerships, Area Forums, Area Committees, Neighbourhood Management Boards, Parish and Town Council meetings, Police and Community Together (PACT) meetings etc.

See the Neighbourhood Engagement Intranet site at [lccintranet2/corporate/web/view.asp?siteid=3949&pageid=21780&e=e](http://lccintranet2/corporate/web/view.asp?siteid=3949&pageid=21780&e=e) for further advice.

We consult with schools about the services we provide through:

Service quality questionnaires

Directly through Headteacher and governor forums

The CYP Sounding Board

Schools Forum

We also receive feedback on our work from young people through the Pupil Attitude Questionnaire

**8) Which groups of people do you involve in developing your service? Are there any particular groups that you need to target? In considering this question, you should focus first on whether the service has particular relevance to groups of individuals who share the protected characteristics under the Equality Act, namely:**

- age
- disability (including Deaf people)
- gender reassignment/gender identity
- pregnancy or maternity
- race, ethnicity or nationality
- religion or belief
- sex/gender
- sexual orientation
- marriage/civil partnership (in respect of which s.149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct prohibited by the Act)

In doing so, where relevant, you should consider any effects on specific groups or sub-groups sharing one or more protected characteristics

such as, for example:

- older people
- people of a particular religion or ethnic group
- Gypsy, Roma and Traveller communities
- Lesbian, Gay, Bisexual or Transgender communities
- It may also be appropriate to consider the specific needs of those with non-statutory characteristics, e.g.:
- people living in deprived areas
- people living in rural areas
- Children Looked After
- young people not in education, employment or training (NEET)
- carers
- other groups as appropriate e.g. teenage parents, offenders etc

If there are groups that you need to target, how will you do this?

N/A

We provide services to the schools rather than the young people and families directly

**9) If appropriate, how have you involved the following in developing your service? Again, please retain any evidence of this.**

- Voluntary, Community and Faith Sector (VCFS) organisations
- county councillors
- parish and town councils see [lccintranet/corporate/atoz/a\\_to\\_z/service.asp?u\\_id=2339&tab=1](http://lccintranet/corporate/atoz/a_to_z/service.asp?u_id=2339&tab=1)

for more information

- district ward councillors/district councillors
- overview and scrutiny committees see [lccintranet/corporate/atoz/a\\_to\\_z/service.asp?u\\_id=1788&tab=1](http://lccintranet/corporate/atoz/a_to_z/service.asp?u_id=1788&tab=1)
- other statutory agencies e.g. National Health Service, Lancashire Constabulary etc

We report to the Education Scrutiny Committee who have reviewed support for disadvantaged pupils and identified areas for development  
We report to Districts through the CYP Trusts and receive feedback on key priorities for action

**10) Taking into consideration the information you have collected already, are there any potential negative impacts that might affect citizens because of their:**

- age
- disability including Deaf people
- race/ethnicity/nationality
- sex/gender
- gender reassignment/ gender identity
- religion or belief
- sexual orientation
- pregnancy or maternity status
- marriage or civil partnership status

Or because they are:

- people who have young children
- living in an area of deprivation
- living in a rural area
- Children Looked After
- young people not in education, employment or training (NEET)
- teenage parents
- carers
- others e.g. offenders, people out of work, problem drug users etc.

If we reduce the amount of support for schools serving lower attaining groups of pupils because traded services are not purchased widely this may have an impact on the attainment of some of the groups above including:

Those in an area of deprivation

Those from disadvantaged backgrounds

Those who have English as an additional language

Please note that the consideration of potential negative effects should be specific and realistic. Potential adverse effects should not be minimised or exaggerated.

**11) Does your review indicate that the effect of the policy or decision under review could combine with other policies or decisions of LCC or other public authorities ?**

Could the results of your review combine with other decisions within LCC or elsewhere to affect any of the above groups (i.e. the cumulative

effect)?

This is possible if services are not purchased.

Are you aware of other local or national decisions which could combine with this decision to particularly disadvantage any specific groups ?

No

**12) In relation to your service review findings, whether viewed alone or in combination with other factors, are these likely to have adverse effects on groups sharing relevant protected characteristics ? If so you must consider how to mitigate such adverse effects.**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your conclusions/proposals on those sharing any relevant protected characteristic. It is important here to do a genuine and realistic evaluation of the likely effectiveness of the mitigation proposed. Over-optimistic and over-generalised assessments are likely to fall short of the due regard requirement.

Also consider if the mitigation might adversely affect any other groups and how this might be managed.

In order to mitigate possible adverse effects of the revised service offer we are:

Engaging schools and the Early Years sector in the development of effective strategies to support vulnerable groups

Providing training which will help to create sustainable support for vulnerable groups

Working with schools and the Early Years sector to create support which they will continue to purchase

Creating resources which can be purchased directly by schools to support vulnerable groups

Establishing self help networks so good practice can be shared in working with vulnerable groups  
Closely monitoring the performance of vulnerable groups and challenging providers to meet their needs by using statutory powers

**13) Think about the potential positive impacts your service could have on certain groups of people, and in particular those sharing protected characteristics. What are they and how might they be developed?**

Use this information to think about how your service might improve quality of life and assist in relation to promoting equality.

Will the positive impacts be accompanied by any negative impacts on groups of citizens sharing the protected characteristics? If so, how might these be addressed or balanced?

We closely monitor the performance of vulnerable groups of children and young people and we will share this information widely so that stakeholders, partners and agencies can target their support more effectively.

**14) How can your service contribute to the following priority areas:**

- Eliminating discrimination, harassment, victimisation or any other unlawful conduct

Will the service be provided by people who treat all clients/customers/service users with dignity and respect?

Monitoring the impact of provision in schools and Early Years settings on different groups of pupils

Challenging the providers where there are concerns about equality  
Providing support and training on the promotion of the Equality duty eg  
in curriculum provision, challenging stereotypes, anti bullying policies

Will assessment or eligibility criteria be set objectively  
and fairly? Will training in some form be available to  
ensure that these requirements are properly applied?

Yes if purchased

- Tackling social exclusion and advancing equality of opportunity  
between persons who share relevant protected characteristics and  
those who do not share it.

This will involve taking steps to remove or minimise disadvantages  
suffered by persons who share a relevant protected characteristic and  
that are connected to that particular characteristic, taking steps to meet  
the needs of persons who share a relevant protected characteristic that  
are different from the needs of persons who do not share it, and  
encouraging persons who share a relevant protected characteristic to  
participate in public life or in any other activity in which participation by  
such persons is disproportionately low.

It is important to bear in mind that taking steps to meet the needs of  
disabled persons which are different from those of persons who do not  
share that disability include steps to take account of the disabilities in  
question. This may even include treating some persons more favourably  
than others in order to allow them to participate in social or public life.

Activities that help improve social inclusion include those that improve  
the quality of life for people who are disadvantaged or are in danger of  
poor outcomes in their lives through various circumstances e.g. a lack of  
money, difficulty in accessing services difficulties accessing premises,  
and barriers to taking part in relationships and activities that are  
available to most people in communities etc.



- Improving community cohesion /Fostering Good Relations between persons who share a relevant protected characteristic and those who do not share it

This may include thinking about ways to tackle prejudice and promote understanding between groups of people with protected characteristics and those who do not share those characteristics. Activities that help improve community cohesion include those that bring people from different communities together (e.g. people of different ethnicities, faiths, ages, geographical backgrounds etc); those that empower communities and those that reduce tensions in communities. (See the Community Cohesion website at <http://www.lancashire.gov.uk/corporate/web/view.asp?siteid=2966&pageid=5956&e=e> for more information).

- Improving health and wellbeing

Health and wellbeing means that people feel well enough and sufficiently supported to live their lives to the full. Activities that help improve health and wellbeing include those that ensure that basic needs are met, that individuals have a sense of purpose, that they feel able to achieve important personal goals and participate in society.

- Supporting the county council's role as a corporate parent

The Corporate Parenting Board ensures that Children Looked After have the same opportunities as their peers to a good quality of life. Activities that help support this are those that help improve health and wellbeing outcomes for children and young people who are looked after and those that support them to be prepared for the future. (See Corporate Parenting Board website at [lccintranet2/corporate/web/view.asp?siteid=4183&pageid=17628&e=e](http://lccintranet2/corporate/web/view.asp?siteid=4183&pageid=17628&e=e) for more information).

Support will continue to be available to schools on community cohesion and health and well being on a marketed basis  
Support for children looked after and those at risk of social exclusion will continue to be provided centrally

**15) Taking into consideration all the information you have collected in answering the previous questions, what are the changes/actions you will carry out to tackle any issues you have identified? These may be – no change to the service; adjust the proposal; continue with proposed changes or stop the changes and reconsider.**

If going ahead with changes, what are the factors you have balanced – e.g. financial, operational – which you have considered alongside your Analysis findings (countervailing factors).

We have balanced  
Statutory duties to monitor and challenge educational provision and provide sufficient high quality early years places  
Financial constraints  
Operational factors such as what can be marketed to schools/ providers

**16) When will you review your actions?**

Monitoring should be at least half yearly in line with the business planning performance management cycle.

We will review our offer in September 2016

**17) When will you report progress on your actions and who to?**

Progress on actions should be reported to relevant county councillors, officers, partnerships and groups etc

We will report to the Director of Children's Services

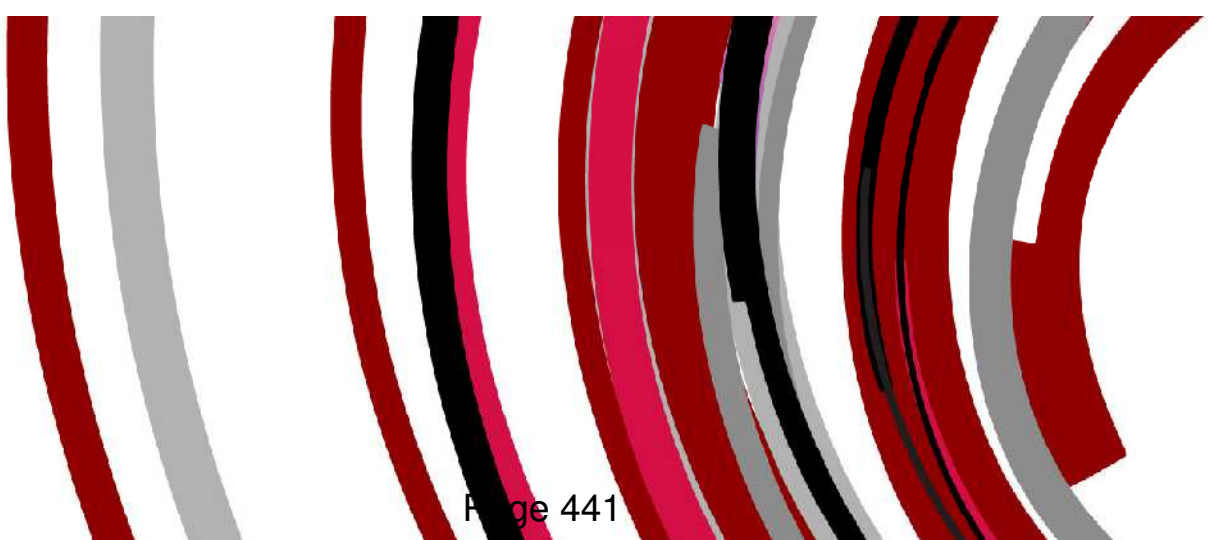
**18) When will you review your service or service plan?**

September 2016

Name of officer completing this template

Jonathan Hewitt

Role Head of QCI



Section 1

# Equality Analysis Toolkit

**Residential Services, Fostering and  
Adoption / Youth Offending**

November 2014

## 1) What is the aim of your service?

This should complement the County Council's Corporate Strategy or your Directorate's objectives.

We are committed to doing everything we can to help and support the children and young people in Lancashire to have a positive future. To do this we have adopted as our core belief; A moral commitment to work in the best interests of children and young people and their families at all times and make a positive difference to their lives.

## 2) What outcomes do you want to achieve from your service?

To deliver residential provision for children looked after, including those young people with complex needs, for whom long term residential care is appropriate. The residential provision will include an assessment unit, mainstream units and a complex needs unit.

For the assessment unit and fostering service to maximise the use of approved placements for young people who would otherwise have been placed in residential homes. To recruit, assess and train connected and mainstream foster carers and adopters within current legislation to provide care and permanence where appropriate, to children and young people who are unable to live with their birth families.

To implement a placement strategy that maximises the use of current and new foster care resource. To provide post permanence support from the fostering and adoption services to prevent adoption and fostering breakdowns.

To delivery youth justice services across Lancashire – preventing entry into the system and reducing reoffending.

The overnight break Service provides overnight/short care packages for children with profound learning or physical disabilities but does not look after young people with a medium – profound disability. Lancashire County Council will continue to meet its statutory obligations in respect of providing services for children in need of accommodation.

### 3) How is your service performing?

Write here any information you have collected that shows how your service is performing. See the corporate intranet site at [lccintranet2/corporate/web/view.asp?siteid=2665&pageid=30233](http://lccintranet2/corporate/web/view.asp?siteid=2665&pageid=30233) for directorate business planning information.

#### Residential Ofsted Judgements

Home	Previous Judgement	Latest
Alexandra House, Lancaster	Outstanding	Outstanding
South Avenue, Morecambe	Good	Outstanding
The Bungalow, Preston	Outstanding	Outstanding
Maplewood House, Bamber Bridge	Adequate	Good
Grimshaw Lane, Ormskirk	Good	Outstanding
Long Copse, Chorley	Outstanding	Outstanding
Hargreaves House, Oswaldtwistle	Good	Good
Reedley Cottages, Burnley	Good	Good
Bowerham Rd, Lancaster	Good	Good
Thornton, Cleveleys	Outstanding	Outstanding
Eden Bridge	Adequate	Good
Grange Avenue, Preston	Adequate	Adequate
The Willows, Skelmersdale	Adequate	Good
Chorley Hall Road, Chorley	Good	Good
Warwick Avenue, Accrington	Outstanding	Outstanding
The Haven, Burnley	Good	Good
Marsden Hall Rd, Nelson	Outstanding	Good
Crestmoor, Rossendale	Outstanding	Outstanding

#### Residential Schedule 5 Notifications

Number of Schedule 5 forms received per month	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Total
	5	4	2	4	8	1	6	6	4	5	45

#### Residential Compliments and Complaints

Number of Compliments received per month	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Total
	21	12	17	6	6	11	4	0	0	77

Number of Complaints received per month	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Total
	4	2	1	3	1	0	0	0	0	11

### Residential Missing from Home

Number of Children reported missing	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Total
	12	8	8	12	18	12	11	10	5	96

Number of times M.F.H.	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Total
	32	15	9	30	35	18	21	17	10	187

The adoption service was rated good by Ofsted in 2011, and the fostering service rated as excellent in 2012. Performance on the adoption score card is slowly improving.

#### 4) Who are the people who will benefit from your service?

The answer to this question could be everyone in Lancashire, or it could be everyone within a District of Lancashire e.g. Burnley, or everyone within a ward e.g. Daneshouse etc. Alternatively, the answer could be a particular group of people e.g. young people in Leyland, people with a

disability in Frenchwood etc.

Information on Lancashire's population can be found at

<http://www.lancashire.gov.uk/profile>

The main people who will benefit from our service are young people in Lancashire in need of care or interventions. In addition to this our foster carers and residential staff will also benefit from our service by giving them different opportunities, experience and training.

Children looked after

The total number of CLA has increased over recent months. Most, but not all, districts have shown a small increase since the beginning of this year. Approximately 70% of these are in foster care, which equates to approximately 930 children. An outreach service will support the assessment unit to work with families, foster carers and young people to achieve foster care placements, whilst also working with young people and families on the edge of care to remain at home.

The fostering service will work alongside the residential assessment unit to identify and offer foster care placements to those children who need longer term care who would otherwise be placed in residential units.

The fostering and adoption services will be provided through the amalgamation of recruitment and assessment and support functions. This will allow more flexible use of resources across the services to respond to the needs of children, foster carers and adopters. The criteria for accepting applications will be more flexible.

The fostering service will make additional use of tier 3 foster carers in supporting new carers, service developments, specific projects and post adoption support.

Delivering emotional health and wellbeing training to residential practitioners from all ten Lancashire County Council residential homes.

The provision of emotional health and wellbeing interventions with children, young people and carers supported by an appropriate therapeutic intervention which is responsive to the level of identified need.

The overnight short break provision will provide 6-bed new-build home/s.

In the Central/South area this first new build is under construction and will help facilitate a review of all provision across the county based on a further reduction of need.

Overnight short break provision will be offered to other Local Authorities on a full cost recovery basis.

There will be no change to the delivery of youth justice services.



**5) How do you monitor the use of your service and which citizens do you monitor? Please ensure you retain information in relation to your monitoring as evidence of it may be required.**

We have a legal duty under the Equality Act 2010 to monitor the use of our services by users who share the following protected characteristics:

- age
- disability (including Deaf people)
- gender reassignment/gender identity
- race/ethnicity/nationality
- sex/gender
- pregnancy/maternity
- religion or belief
- sexual orientation
- marriage/civil partnership (in respect of which the s.149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct prohibited by the Act)

Monitoring can be done in a variety of ways, to best meet the needs of the service. See the corporate service monitoring form at [lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e](http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e)

If you are not currently monitoring across all these characteristics, please say how you will develop your monitoring systems to do so.

The Service will continue to consult with local stakeholders when determining the development of provision. It will work in partnership with all those affected and ensure that any impact is minimal.

The fostering, adoption and residential service will continue to review and monitor

the use of the service through statistical data and will make any judgements as a part of ongoing business planning. However it is clear that service users are motivated and coordinated, when considering change to overnight break services it is acknowledged that considerable resistance may lead to incidents of disharmony.

We monitor foster carer's information all on one spreadsheet that is regularly updated when necessary. Columns on this spreadsheet include: ethnicity, religion, date of birth, relationship, gender etc.

The spreadsheet is used to collate statistics on a monthly basis and for other ad hoc research projects such as looking at the number of black minority ethnic (BME) carers and same sex couple carers in Lancashire.

Age range	%
20-30	4
31-40	12
41-50	36
51-60	35
61+	13

#### Ethnicity

Ethnicity group		%
A1	White British	72
A2	White Irish	5
A3	Any other white background	5
B1	White and black Caribbean	1
B2	White and black African	1
B4	Any other mixed	1
C1	Indian	5
C2	Pakistani	1

C3	Bangladeshi	1
C4	Any other Asian background	1
D1	Caribbean	1
D2	African	1
E2	Any other ethnic group	1
E4	Information not yet available	2
No details given		2

Gender

60% of foster carers in Lancashire are Female, 40% Male.

**6) What does your monitoring information tell you about who is and who is not using your service?**

The monitoring information tells us that this proposal will impact on services to Preston, Leyland and Chorley residents who currently or potentially will, access the residential short break service for children and young people with disabilities. This is the first phase of a county wide restructure of the service and additional Cabinets reports will be presented to implement the restructure in other areas. The new service offer will match current need, in terms of nights available, as the new unit/s will be operational for 364 nights per year. Existing units are closed for a significant number of nights. The provision will meet the needs of all young people with disabilities, assessed as eligible and requiring overnight breaks, even those with the most complex needs. Currently not all units can meet the needs of all young people due to building restrictions. Young people in other parts of the county with complex needs are currently served by units in their areas but the new build could be accessed by any young person in Lancashire, if it is assessed that a local unit could not meet their need.

Foster placements are required for young people across Lancashire. Likewise county provision is required for youth justice services.

**7) How do you consult, inform, and involve people in developing your service? Please ensure you retain materials relating to your consultation in case evidence of it is required.**

There are a range of techniques to involve people in developing your services. They include:

- service user surveys and panels
- service user satisfaction surveys
- focus groups
- community consultation and engagement exercises
- residents' surveys, including the Living in Lancashire survey - see <http://lccintranet2/corporate/web/?siteid=2660&pageid=3543&e=e> for more information.
- discussion with front line employees
- complaints, compliments, and comments
- Customer Focus Consultancy see [lccintranet2/corporate/web/?siteid=5196&pageid=27362](http://lccintranet2/corporate/web/?siteid=5196&pageid=27362) for more information
- Joint Strategic Needs Assessment (JSNA) see <http://www.lancashire.gov.uk/jsna> for more information
- mystery shopping
- talking to voluntary, community, and faith sector (VCFS) organisations that represent different groups of people
- feedback from district and sub district groups i.e. Local Strategic Partnerships, Area Forums, Area Committees, Neighbourhood Management Boards, Parish and Town Council meetings, Police

and Community Together (PACT) meetings etc.

See the Neighbourhood Engagement Intranet site at [lccintranet2/corporate/web/view.asp?siteid=3949&pageid=21780&e=e](http://lccintranet2/corporate/web/view.asp?siteid=3949&pageid=21780&e=e) for further advice.

**Consultation:**

All staff working within the service and other partners will be invited to consultation events to give their views on any suggested changes.

Finally, all young people have been encouraged to participate in the consultation process. Their views are paramount in shaping the service to the needs of young people.

**8) Which groups of people do you involve in developing your service? Are there any particular groups that you need to target? In considering this question, you should focus first on whether the service has particular relevance to groups of individuals who share the protected characteristics under the Equality Act, namely:**

- age
- disability (including Deaf people)
- gender reassignment/gender identity
- pregnancy or maternity
- race, ethnicity or nationality
- religion or belief
- sex/gender
- sexual orientation
- marriage/civil partnership (in respect of which s.149 requires only

that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct prohibited by the Act)

In doing so, where relevant, you should consider any effects on specific groups or sub-groups sharing one or more protected characteristics such as, for example:

- older people
- people of a particular religion or ethnic group
- Gypsy, Roma and Traveller communities
- Lesbian, Gay, Bisexual or Transgender communities
- It may also be appropriate to consider the specific needs of those with non-statutory characteristics, e.g.:
- people living in deprived areas
- people living in rural areas
- Children Looked After
- young people not in education, employment or training (NEET)
- carers
- other groups as appropriate e.g. teenage parents, offenders etc

If there are groups that you need to target, how will you do this?

The Children in Care Council (CiCC) is a group for children and young people looked after by Lancashire. It is designed to give the children the opportunity to have a voice and influence over the decisions made for them. It also provides them with the opportunity to get involved and help make a difference.

The fostering forum is a regular meeting that includes foster carer representatives and county councillors. The representatives take any questions they have from the foster carers under their remit and get information to feedback from them. It is also a time where information about the service is passed to them to fill in the other carers.

It is useful as it is a direct route to county councillors on a regular basis and gives foster carers direct responsibility and involvement.

Lancashire Parent Carer forum operates on a three monthly basis and will be updated and consulted with as part of the new service offer.

The corporate parenting board will also be consulted on the above.

**9) If appropriate, how have you involved the following in developing your service? Again, please retain any evidence of this.**

- Voluntary, Community and Faith Sector (VCFS) organisations
- county councillors
- parish and town councils see [lccintranet/corporate/atoz/a\\_to\\_z/service.asp?u\\_id=2339&tab=1](http://lccintranet/corporate/atoz/a_to_z/service.asp?u_id=2339&tab=1) for more information
- district ward councillors/district councillors
- overview and scrutiny committees see [lccintranet/corporate/atoz/a\\_to\\_z/service.asp?u\\_id=1788&tab=1](http://lccintranet/corporate/atoz/a_to_z/service.asp?u_id=1788&tab=1)
- other statutory agencies e.g. National Health Service, Lancashire Constabulary etc

Not considered at this point.

**10) Taking into consideration the information you have collected already, are there any potential negative impacts that might affect citizens because of their:**

- age
- disability including Deaf people
- race/ethnicity/nationality
- sex/gender
- gender reassignment/ gender identity

- religion or belief
- sexual orientation
- pregnancy or maternity status
- marriage or civil partnership status

Or because they are:

- people who have young children
- living in an area of deprivation
- living in a rural area
- Children Looked After
- young people not in education, employment or training (NEET)
- teenage parents
- carers
- others e.g. offenders, people out of work, problem drug users etc.

There is the potential for negative impact on those families living in rural areas accessing one unit for Residential overnight breaks. This would be dependent on the location of any further new builds.

Please note that the consideration of potential negative effects should be specific and realistic. Potential adverse effects should not be minimised or exaggerated.

n/a

**11) Does your review indicate that the effect of the policy or**



**decision under review could combine with other policies or decisions of LCC or other public authorities?**

Yes

Could the results of your review combine with other decisions within LCC or elsewhere to affect any of the above groups (i.e. the cumulative effect)?

Yes

Are you aware of other local or national decisions which could combine with this decision to particularly disadvantage any specific groups?

No

**12) In relation to your service review findings, whether viewed alone or in combination with other factors, are these likely to have adverse effects on groups sharing relevant protected characteristics? If so you must consider how to mitigate such adverse effects.**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your conclusions/proposals on those sharing any relevant protected characteristic. It is important here to do a genuine and realistic evaluation of the likely effectiveness of the mitigation proposed. Over-optimistic and over-generalised assessments are likely to fall short of the due regard requirement.

Also consider if the mitigation might adversely affect any other groups and how this might be managed.

Clearly, when some provision is modified this usually means that a particular area or group will receive a different service. However, it is believed that the clear and fair basis on which these proposals have been developed together with widespread

consultation should minimise the chances of any disharmony.

**13) Think about the potential positive impacts your service could have on certain groups of people, and in particular those sharing protected characteristics. What are they and how might they be developed?**

Use this information to think about how your service might improve quality of life and assist in relation to promoting equality.

Will the positive impacts be accompanied by any negative impacts on groups of citizens sharing the protected characteristics? If so, how might these be addressed or balanced?

The proposals aim is to Improve the emotional health and well-being of Lancashire's children who are looked after/ adopted and whom Lancashire has a responsibility Increase the understanding about emotional health and well-being issues for children and young people who are looked after/ adopted amongst all those working within the professional and carer network. To maintain a professional training programme for foster carers, adopters and staff to ensure the services are equipped to deliver quality care to children and young people.

**14) How can your service contribute to the following priority areas:**

- Eliminating discrimination, harassment, victimisation or any other unlawful conduct

Will the service be provided by people who treat all clients/customers/service users with dignity and respect?

Yes

Will assessment or eligibility criteria be set objectively and fairly? Will training in some form be available to ensure that these requirements are properly applied?

Yes

- Tackling social exclusion and advancing equality of opportunity between persons who share relevant protected characteristics and those who do not share it.

This will involve taking steps to remove or minimise disadvantages suffered by persons who share a relevant protected characteristic and that are connected to that particular characteristic, taking steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it, and encouraging persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

It is important to bear in mind that taking steps to meet the needs of disabled persons which are different from those of persons who do not share that disability include steps to take account of the disabilities in question. This may even include treating some persons more favourably than others in order to allow them to participate in social or public life.

Activities that help improve social inclusion include those that improve the quality of life for people who are disadvantaged or are in danger of poor outcomes in their lives through various circumstances e.g. a lack of money, difficulty in accessing services difficulties accessing premises, and barriers to taking part in relationships and activities that are available to most people in communities etc.

- Improving community cohesion /Fostering Good Relations between persons who share a relevant protected characteristic

and those who do not share it

This may include thinking about ways to tackle prejudice and promote understanding between groups of people with protected characteristics and those who do not share those characteristics. Activities that help improve community cohesion include those that bring people from different communities together (e.g. people of different ethnicities, faiths, ages, geographical backgrounds etc); those that empower communities and those that reduce tensions in communities. (See the Community Cohesion website at <http://www.lancashire.gov.uk/corporate/web/view.asp?siteid=2966&pageid=5956&e=e> for more information).

- Improving health and wellbeing

Health and wellbeing means that people feel well enough and sufficiently supported to live their lives to the full. Activities that help improve health and wellbeing include those that ensure that basic needs are met, that individuals have a sense of purpose, that they feel able to achieve important personal goals and participate in society.

- Supporting the county council's role as a corporate parent

The Corporate Parenting Board ensures that Children Looked After have the same opportunities as their peers to a good quality of life. Activities that help support this are those that help improve health and wellbeing outcomes for children and young people who are looked after and those that support them to be prepared for the future. (See Corporate Parenting Board website at [lccintranet2/corporate/web/view.asp?siteid=4183&pageid=17628&e=e](http://lccintranet2/corporate/web/view.asp?siteid=4183&pageid=17628&e=e) for more information).

**15) Taking into consideration all the information you have collected in answering the previous questions, what are the changes/actions**

**you will carry out to tackle any issues you have identified? These may be – no change to the service; adjust the proposal; continue with proposed changes or stop the changes and reconsider.**

If going ahead with changes, what are the factors you have balanced – e.g. financial, operational – which you have considered alongside your Analysis findings (countervailing factors).

Adjust the proposal.

**16) When will you review your actions?**

Monitoring should be at least half yearly in line with the business planning performance management cycle.

As appropriate

**17) When will you report progress on your actions and who to?**

Progress on actions should be reported to relevant county councillors, officers, partnerships and groups etc

As and when required to Head of service.

**18) When will you review your service or service plan?**

As required there will be ongoing monitoring in place.

Name of officer completing this template: Brendan Lee and Stasia Osiowy

Role: Senior Manager Residential and Head of Service for Fostering, Adoption, Residential and Youth offending teams

Section 4

# Equality Analysis Toolkit

Highways Service

For Decision Making Items

November 2014

## Name/Nature of the Decision

Highways – Service offer

Highways Service offer – taking into account the revised funding envelope available in the years 2015/16 to 2017/18 inclusive.

## What in summary is the proposal being considered?

**Overall the Highway service offer is providing a reduced level of service which in the main relates to reduced levels of maintenance, this will be achieved through prioritising where and how resources are utilised.**

### **Road & Street Maintenance**

A reduction in the level of highway maintenance that will be provided, with a reduction in the level of defects repaired, the point at which we will attend to a footway defect, known as the "intervention level", will increase.

Prioritising the maintenance of road traffic signs and lines associated with enforceable restrictions.

Service requests for the introduction of parking restrictions will be prioritised with a focus on casualty reduction, with strategic traffic management, economic growth and significant environmental improvement being considered where resources allow.

The use of external contractors will reduce as a result of less work resulting in a greater percentage being delivered through the in house team.

### **Street Lighting**

An increase in the number of LED lighting units and where this is not possible the dimming of existing lighting units will be extended to operate at 50% light level during all the hours of darkness, rather than between specified hours as at present.

### **Drainage & Flood Prevention**

A reduction in the level of proactive work undertaken into flood investigations/standing water on the highway and the identification of flood assets, together with a more targeted cyclic maintenance visit to gullies, some of which may be visited less frequently. The development of potential flood alleviation schemes may reduce.

### **Keep Traffic Moving**

A reduction by agreement with the local planning authority on the level of service provided in terms of our highway consultation response for planning applications.

### **Parking Services**

A reduction in the level of enforcement hours available will result in more targeted enforcement, meaning that rural and some urban areas will receive little or no enforcement.

### **Traffic Signals**

Prioritising the maintenance of traffic signals where safety or major delay risks are most acute.

### **Priorities Contingency**

Removal of funding for minor highway and traffic improvements which cannot be prioritised from within other budgets.

### **Stakeholder Engagement**

There will be less capacity within services to undertake liaison with key stakeholders due to reduced management resource and the introduction of new systems. There will be limited capacity to engage direct with Members in the way that they currently enjoy.

The target response time to contacts will be increased to 20 working days

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The service reductions in the main are likely to affect people across the county in a similar way , however the following service area reductions and or focused delivery may have more of an affect in rural areas :-

Enforcement of parking restrictions – this is as a result of less enforcement in the rural areas.

Cyclic gully maintenance and proactive flood investigations, given the topography in rural areas it is likely that the service will be more focused in these areas. However at this early stage in the development of the analysis it is difficult to fully quantify and understand the impacts and further work will be required.



**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

It is likely that the decision to reduce highway maintenance levels in relation to defect repairs, and to extend further the hours of streetlighting dimming where LED's cannot be fitted, will impact individuals sharing protected characteristics – see Q1

**Question 1 – Background Evidence**

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

The service doesn't have specific information surrounding the groups with protected characteristics as the service is provided across the county in a universal way

The reduced highway maintenance levels in relation to defect repairs might particularly impact on those with a disability or the elderly, as their ability to identify a defect in the highway that they may subsequently fail to avoid or navigate around may be reduced.

The further reductions in lighting levels might particularly impact the following protected characteristics :-

Age, disability, gender, race/ethnicity/nationality, sexual orientation and gender identity as they are more likely to be the victims of crime including hate crimes and have a greater concern surrounding the fear of crime.

## Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

At this stage views have not been sought, however should the proposals progress then wider consultation will be undertaken to understand the impact.

### **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?

- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

In relation to further extending the hours of dimming where LED's have not been introduced, the impact against the specific groups is indicated below :-

Age – Vision deteriorates with age, consequently older people are more likely to be involved in traffic incidents, crime or fear of crime than other groups as a result of these changes. Possibly young people may be adversely affected too as they are more likely to be out during hours when lighting is reduced and are more often the victims of street crime.

Disability including Deaf people – People with poor vision and people who rely more on their own or on other peoples vision to keep them safe on the highway (such as deaf people) are more likely to be impacted by these decisions than other groups. In addition people with 'Low Luminance Myopia' (LLM) resulting in poor night vision are more greatly impacted by these decisions. LLM is suffered by between 10% and 50% of the population depending on the severity being measured. People with other disabilities may also feel more vulnerable due to reduced street lighting as disabled people fear and are victims of hate crimes and other incidents.

Groups that are more concerned about crime and fear of crime are likely to be impacted greater by these decisions there is particular concern amongst Women, LGBT people and some race/ethnicity/nationality groups about the potential personal safety consequences of reductions in street lighting.

In relation to highway defects it is likely that the following specific groups will be affected:-

Age - agility deteriorates with age as does vision and older people may be less able to avoid the defects in the highway.

Disability -people with disabilities of varying natures may be impacted as a result of the change in highway defect repairs – e.g. due to mobility or balance

difficulties or sight loss.

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

If evening bus services are reduced then we might see an increase in pedestrian activity during the evenings when light levels will be lower , alternatively this may reduce the number of people leaving their homes and could result in isolation particularly for the older people and females, although other groups could be similarly affected.

The reduction in highway maintenance and reduced lighting levels could lead to an increase in "tripping claims", however the revised intervention level for defects will be in line with many other local highway authorities, and in line with case law established over several years.

#### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Analysis stage not yet undertaken, further work will be required in this if the proposals progress.

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

It is likely that any mitigation will arise following the analysis and consultation that has yet to be undertaken.

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

To be developed further informed by analysis and consultation

## **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

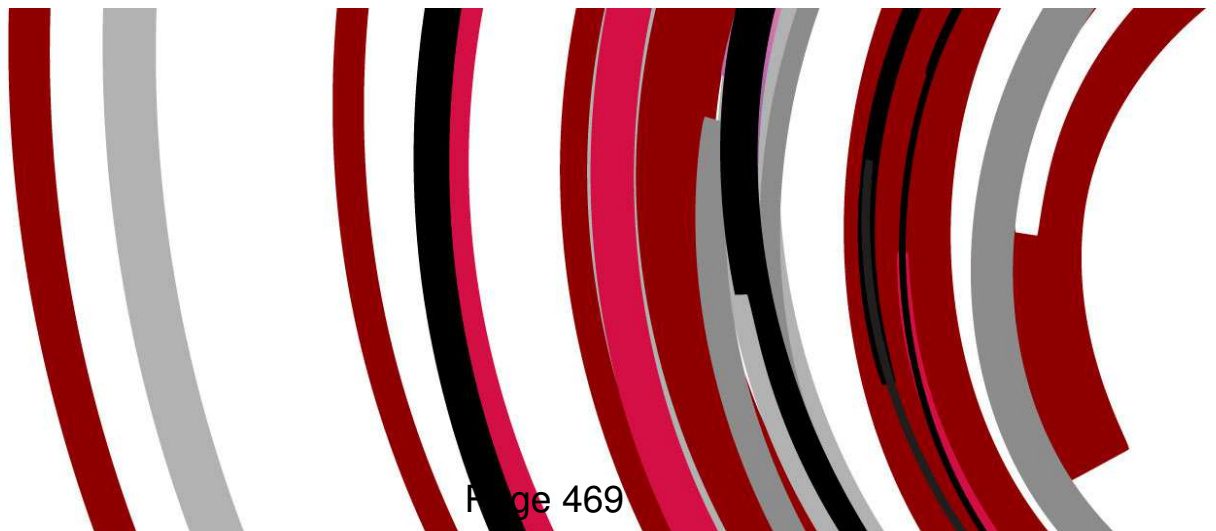
At this stage the proposal is as documented in the service offer.

## **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The service will need to develop the review and monitoring arrangements as it moves forward.

Equality Analysis Prepared By Shaun Capper/Rick Hayton/Sue Procter  
Position/Role ADs Highways service



# Equality Analysis Toolkit

**Sustainable Travel**

November 2014



## **Name/Nature of the Decision**

### **Sustainable Travel Service Offer**

- To withdraw the business travel planning service.
- There will be no provision for business engagement (travel planning) apart from work that would be required as part of a planning permission, in which case it would be a condition that the work will be carried out by the applicant and where external government funding is available, the costs of the service will be covered by the external funding.
- There will be less capacity within the new service area to undertake monitoring of S106 monies for business travel planning will be undertaken

## **What in summary is the proposal being considered?**

- Advice, support and provision to businesses and organisations for travel planning, where S106 or external government funding is not provided, will cease.
- There will be less capacity within the new service area to undertake monitoring of S106 monies for business travel planning

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

Those affected by this decision are service users, employers and their employees. As there is currently no similar proposal to discontinue

support to schools with the development and implementation of travel plans, this decision could be seen as unduly impacting on post 16 year olds. The decision will affect people across the County in a similar way but will not specifically or unduly impact on any specific group with protected characteristics other than those of employment age.

The proposal is likely to impact on all road users, as the removal of this network management tool could increase congestion, with associated negative air quality and economic consequences. A failure to continue to promote active travel, contained within business travel plans, may lead to population level health issues, with an increased rate of prevalence of heart disease, type II diabetes, obesity and cancer at some stage in the future.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

No. The impact of withdrawal would be across all protected characteristics and would not be serious or disproportionately adverse on those sharing protected characteristics.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

The withdrawal of support to businesses and organisations will not disadvantage particular groups or discriminate unlawfully against any individuals or groups.

## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

We have some information about service users from some initiatives eg Lancashire Cycle Challenge, Sharedwheels website. This would identify age and gender. Spreads of age are fairly even (no under 16s) and gender is evenly split.

## Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

At this stage, views have not been sought but should the proposals progress then wider consultation will be undertaken to develop a fuller understanding of the impacts.

### **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which

participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?

- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

The withdrawal of support to businesses and organisations will not disadvantage particular groups or discriminate unlawfully against any individuals or groups.

#### **Question 4 – Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

The proposed withdrawal of all subsidised bus services is likely to exacerbate the impact of this proposal.

#### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Analysis stage has not yet been undertaken and further work will be required if the proposals progress.

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

No negative impacts on any particular protected characteristic were identified, so it is likely that no mitigation measures will be required.

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse

effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

Budget reductions have to be achieved and LCC is required to find £300m in budget savings over the period 2014- 2018 and these proposals will contribute to this reduction.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

At this stage, the proposal is set out as above.

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The new service area will need to develop appropriate review and monitoring arrangements as it moves forward.

Equality Analysis Prepared By Tony Moreton

Position/Role Assistant Director, Sustainable Transport



# Equality Analysis

The closure of County Information Centres  
at Burnley and Burscough  
December 2014

### Nature of the Decision

To close the County Information Centres at Burscough Interchange and Burnley Bus Station.

### What in summary is the proposal being considered?

A reduction in the number of County Information Centres that we have in the County. The service offer proposes the closure of County Information Centres at Burscough Interchange and Burnley Bus Station.

County Information Centres will remain at Nelson Interchange, Clitheroe Interchange, Preston Bus Station and Carnforth Railway Station.

Passengers currently use the facilities for the following key reasons:

- Purchase of rail tickets
- Rail enquiries by passengers who have purchased their tickets by other means, for example at other stations, over the phone or on the internet.
- Bus enquiries and giving out bus times tables and train timetables.
- General enquiries such as where is the nearest toilet, where do I park etc
- Tourist information
- Purchase of Bus Tickets
- Main Agent for National Express
- Main Agent for local events such as theatre tickets and promotional items

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The proposed closure of County Information Centres at Burnley and Burscough is likely to affect in the main, those people who live in the vicinity although it will also impact on visitors who live elsewhere and are visiting.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality

- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

The decision is likely to impact on some individuals with shared protected characteristics with an anticipated particular impact on the elderly and those with a disability including deaf people.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

N/A

### Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

At this stage, we have no background evidence about the different groups who use the two facilities.

**Question 2 – Engagement/Consultation**

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

At this stage views on these particular proposals have not been sought, however should the proposals progress then wider consultation will be undertaken to understand the impact.

**Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?

- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

The proposals will disadvantage specific groups and in particular, the elderly who are more likely to seek information with regard to transport timetables

**Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Lancashire County Council has considered whether there are any combined/cumulative effects that other local or national decisions may have on the proposals, and whether these will increase any adverse effects.

**Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Analysis stage has not yet been undertaken and further work will be required if the proposals progress.

**Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement. Also consider if any mitigation might adversely affect any other groups and how this might be managed.

Lancashire County Council have considered the mitigation of potential adverse effects of the proposed withdrawal of information centres at Burscough and Burnley.  
 With regard to Burscough, discussions are being held with other interested parties about the occupation of the building. If successful this may give opportunities to provide additional travel information.  
 With regard to Burnley, there are a number of alternative sources of public transport information available at the Bus Station and these sources will be reviewed in order to identify any areas of information provision that may need to be enhanced.

**Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your

analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

As mentioned previously, one of the possible impacts of the closures are that people will no longer travel because it is more difficult to purchase tickets (in particular at Burscough) or receive timetable information.

From previous surveys undertaken, people in these circumstance were concerned about:

- The isolation of communities
- The effect on local business and tourism
- People unable to maintain social lives
- Opportunities for Hospital visiting no longer available
- Emphasis placed on the effects on non-car owners/non drivers and particularly the young and elderly for whom public transport is considered essential
- The unaffordable alternatives (eg taxis)
- The green agenda, more car use and increased emissions

From the analysis work undertaken, all the above mentioned areas of concern are recognised as being accurate and mitigation is extremely limited.

The fact remains, however, that budget reductions have to be achieved. LCC is required to find £300m in budget savings over the period 2014-2018, and whilst the savings are relatively modest, they estimate a net annual reduction in subsidy of £0.08k.

#### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

At this stage, the proposal is as documented in the service offer.

#### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The service will need to develop the review and monitoring arrangements as it moves forward.

Equality Analysis Prepared By Tony Moreton  
Position/Role Assistant Director, Sustainable Transport  
Equality Analysis Endorsed by Line Manager and/or Chief Officer  
Decision Signed Off By  
Cabinet Member/Chief Officer or SMT Member



Section 4

# Equality

# Analysis Toolkit

Countryside, Public Rights of Way and  
Environment and Community Projects  
(Charging for Car Parking at Countryside  
Sites)

**For Decision Making Items**

November 2014

**Lancashire**

County  
Council





## **Name/Nature of the Decision**

Countryside, Public Rights of Way and Environment and Community Projects Service Offer

Charging for Car Parking at Countryside Sites

## **What in summary is the proposal being considered?**

The introduction of car parking charges through the use of pay and display machines at three Countryside Sites managed by the County Council. The proposed standard charge would be £1 per car per visit.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

Parking charges are already levied at Beacon Fell Country Park, Preston and the Crook o'Lune Picnic site in Lancaster. It is now proposed to introduce charging at Conder Green Picnic Site, Lancaster, Spring Wood in the Ribble Valley and Wycoller Country Park, Pendle.

The sites attract visitors from the locality and further afield. None of the sites are located in areas associated with a greater proportion of people with any protected characteristic. Most visitors to the sites arrive by car however far they have travelled.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Age – older people may be more frequent visitors to the sites as they have a higher proportion of leisure time. They may be more likely to visit managed countryside sites as these are easier to access and have better facilities such as level, well surfaced paths, toilets and refreshment facilities than the wider countryside.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

From Visitor Satisfaction surveys conducted on site the greatest proportion (32%) of those surveyed were over 60. Although the Census information is for 65 plus it lists Lancashire as 18% of population is over 65. This suggests that older people visit countryside sites in higher

proportions than they are represented in the population of Lancashire.

## **Question 2 – Engagement/Consultation**

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

Customer Experience Surveys were conducted at Spring Wood in April 2012 to assess customer attitudes to the introduction of car parking charges. Face to face surveys were conducted by volunteers over several weekends. Not surprisingly those surveyed suggested that the introduction of charges would influence their behaviour, 37% suggesting that they are not prepared to pay and 60% suggesting that they would visit less often. However, 50% of those surveyed said they would be willing to pay £1.

Visitor satisfaction surveys have been carried out at Spring Wood and Wycoller for a number of years. The surveys, conducted face to face by volunteer rangers, are carried out throughout the year and data is available to the end of March 2014. The surveys gathered a range of information about the visitors and their satisfaction with the site they are visiting. They do not include a specific question about car parking charges.

## **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how

serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

There is a potentially greater impact on those who visit the sites more frequently as they will incur a greater cost. Those on low incomes or fixed incomes may visit the sites less often if the cost is prohibitive. This could impact adversely on the health and well being benefits that an individual may gain from a visit to the countryside. Visitor satisfaction surveys suggest that 15% of those surveyed visit the sites once a week or more, 34% of those are over 60. As 32% of all visitors were over 60 this does not suggest that there is a significantly higher proportion of

older people amongst those who visit more than once a week.

#### **Question 4 – Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Increasing costs of fuel may also act as a limiting factor on those who rely on a car to visit the countryside. The sites are not well served by public transport. Only 12 of 1760 visitors surveyed had used public transport to get to a site (all Wycoller) of those 12 only 2 were over 60. Any reductions in bus services will not have a significant impact.

There may be impacts from changes in benefits for working age and older people. Furthermore, current rises in the general cost of living affecting people's disposable income may also combine with the introduction of charges to reduce the frequency of visits for some visitors – i.e. people may previously have seen such visits as a "free" trip out.

#### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Continuing with the original proposal as it is considered that a consistent approach for any Countryside Sites where charges for parking are made is reasonable.

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

There will be no charge for blue badge holders where the badge is displayed. The proposed charge is reasonable at only £1 per visit and compares favourably with similar facilities

Examples of Car Parking Charges at other Countryside Sites.

Cuerden Valley Country Park, Bamber Bridge charges £1 per visit, £4 for a weekly ticket and £40 a quarter.

United Utilities in Lancashire charge 80p for 2 hours and £1.50 for the full day.

The Forestry Commission at Gisburn Forest charge £1.50 for 1 hour £3.00 for more than one hour. £30 annual pass.

Derbyshire County Council charge £1.20 for two hours, £2.40 for four hours and £3.60 for a day. They charge £60 per annum for a season

ticket.

Leicester County Council charge a flat rate of £2.50 at a number of its countryside sites. An annual pass is £40.

Generally charges at Country Park charges are very reasonable and season tickets for individual sites or groups of sites are usually available.

In comparison with the overall costs of running a car the charges represent good value. However, for very frequent visitors this could amount to a not insubstantial sum over the year. We are proposing to make available an annual pass at a cost of £50. This represents good value to anyone who visits a site twice a week or more.

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The income generated helps to offset the running costs of such sites and indeed may reduce the possibility of some facilities being closed or service levels reduced.

Many facilities of this type, both in the public and charitable sector, do make a small charge for parking – In Lancashire United Utilities, the Forestry Commission and Cuerden Valley Country Park all charge for parking at Countryside sites.



Charging for parking at Countryside sites may be a deterrent to some visitors, or may result in less frequent visits. However the levels of use of the sites where charges were introduced in 2011 have not seen a significant decrease. Despite a number of poor summers the numbers of visitors has remained remarkably consistent. There is little evidence to suggest that visitors have been deterred.

Taking the monthly average income as a guide, income generated at the sites has remained pretty consistent since the introduction of charging which suggests that visitor numbers have not been adversely affected.

Average monthly income.

2011/12 £2753

2012/13 £2609

2013/14 £2895

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

The introduction of car parking charges through the use of pay and display machines at three Countryside Sites managed by the County Council

A low, single rate charge of £1 between 9.00am and 5.00 pm

An annual pass available for £50

No charges for Blue Badge holders.

Visitors on low incomes who frequently visit the sites may be adversely affected and evidence suggests that older people visit our countryside sites is disproportionately higher numbers. As Blue Badge holders are exempt from the charges it is not anticipated that any other groups with protected characteristics will be adversely impacted upon.

## **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Visitor feedback will be encouraged and monitored. This will be done formally through questionnaires/forms and informally through contact with full time and volunteer rangers on site.

Equality Analysis Prepared By Nick Osborne

Position/Role Site Access and AONB Manager

Section 4

# Equality Analysis Toolkit

**Countryside, Public Rights of Way and  
Environment and Community Projects (Reduction  
in Public Rights of Way Services)  
For Decision Making Items**

November 2014

## **Name/Nature of the Decision**

Countryside, Public Rights of Way and Environment and Community Projects Service Offer

Reduction in Public Rights of Way Service

## **What in summary is the proposal being considered?**

Introduction of a 2-tier network of public paths for the purposes of maintenance standards; reduction or cessation of pre-emptive seasonal vegetation clearance; termination of agency agreements with district councils for public rights of way maintenance; more direct enforcement procedure;

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

Countywide for most proposals but specifically Pendle and Ribble Valley for ending agency agreements

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief

- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Yes. The reduction in maintenance standards across the County generally and on the (to be designated) non-priority network countywide in particular and across Pendle and Ribble Valley if agency agreements are terminated, are likely to make public paths more difficult underfoot and structures less convenient to use. This will affect users with a disability to a greater extent than able-bodied users because greater agility or strength will be required to use some of the paths. Furthermore if vegetation isn't cut back this could reduce the path width which might impact adversely on wheelchair users or families with prams and produce height or other obstacles which could be a hazard to sight impaired users (overhanging branches, white canes being less effective in vegetation).

However, any reduction in standards will have this effect and the identification and promotion of a priority network will mitigate this disbenefit.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

### **Question 1 – Background Evidence**

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

No direct evidence but the MENE survey by Natural England indicates that a significant proportion of users of public rights of way have a

disability. Furthermore a significant proportion are older people.

## **Question 2 – Engagement/Consultation**

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

Not as yet. However if a 2 tier network is to be implemented there will be widespread consultation to help identify the primary network.

## **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities

- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

The reduction in maintenance standards across the County generally and on the (to be designated) non-priority network countywide in particular and across Pendle and Ribble Valley if agency agreements are terminated, are likely to make public paths more difficult underfoot and structures less convenient to use. This will affect users with a disability to a greater extent than able-bodied users because greater agility or strength will be required to use some of the paths and older or mobility-impaired users may be more likely to suffer falls. Furthermore if vegetation isn't cut back this could reduce the path width which might impact adversely on wheelchair users or families with prams and produce height or other obstacles which could be a hazard to sight impaired users (overhanging branches, white canes being less effective in vegetation).

However, any reduction in standards will have this effect and the identification and promotion of a priority network will mitigate this disbenefit, perhaps to a significant degree.

#### **Question 4 –Combined/Cumulative Effect**



Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Potentially a person with a disability affected by cuts to public transport or by fare increases might then have greater cause to use public paths which might be less usable if not designated as priority network.

### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Continuing – because the mitigation measure of promoting a priority network should enable users who would be otherwise excluded to have an available alternative. It is envisaged that the priority network will include routes which form important links in the network or to specific destinations and which can be maintained in the medium term to a good standard at a reasonable cost).

## **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

Identification and promotion of a priority network (perhaps 10% of the statutory public rights of way network in length i.e. about 550km, but focussed on the most popular routes which form important links in the network or to specific destinations and which can be maintained in the medium term to a good standard at a reasonable cost) which would be maintained in as easy-to-use condition as possible within budget.

## **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

Significant resource cuts have to be made and this will have a very significant effect on the condition and hence usability of public rights of way, especially in the countryside. This will make it harder to use or even impossible to use many paths especially for users with a disability. Public rights of way vary considerably and identification of a primary network would help to make those paths used by less experienced walkers/riders, or those likely to be less robustly clothed/shod, to be better maintained than the wider network.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

Introduction of a 2-tier network of public paths for the purposes of maintenance standards; reduction or cessation of pre-emptive seasonal vegetation clearance; termination of agency agreements with district councils for public rights of way maintenance; more direct enforcement procedure.

All users and potential users of the public rights of way network will be affected but on any particular path which is not well maintained older users and those with a disability will feel the affect more keenly as they may be unable to use the path or to proceed without difficulty. However, introducing a 2-tier network and promoting the priority paths within the overall network will allow users to find the better paths although this may mean having to take a longer route in some cases.

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Annual sample survey of the quality of the network

Equality Analysis Prepared By David Goode  
Position/Role Public Rights of Way Manager

Section 4

# Equality Analysis Toolkit

Planning

For Decision Making Items

November 2014

## **Name/Nature of the Decision**

Planning Service Offer

Budget changes (mainly staffing related) to the development management, planning and transport planning teams.

## **What in summary is the proposal being considered?**

- Small reduction in staff costs for the development management, planning and transport planning teams.
- Cessation of ecology advice to district councils for development control purposes.
- Implementation of charging scheme for pre-application advice for major external planning applications.
- Reduced monitoring regime for mineral and waste sites.
- Reduction in resources available to carry out technical work.
- Reduction in external income.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

None of the reductions are located in areas associated with a greater proportion of people with any protected characteristic. They are equally distributed across the county and will affect everyone in a similar way.

It is very unlikely that any group with protected characteristics will be affected to a greater degree than people without protected characteristics. The impacts on people will be imperceptible and evenly distributed among the population.

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

No - It is very unlikely that any group with protected characteristics will be affected to a greater degree than people without protected characteristics. The impacts on people will be imperceptible and evenly distributed among the population.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

No groups are considered to be affected.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the

decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

No groups are considered to be affected.
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### **Question 1 – Background Evidence**

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.



## **Question 2 – Engagement/Consultation**

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

No groups are considered to be affected.
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## **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?

- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

No groups are considered to be affected.

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

No groups are considered to be affected.

#### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

No groups are considered to be affected.

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

No groups are considered to be affected.

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or

exaggerated. Where effects are not serious, this too should be made clear.

No groups are considered to be affected.

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

No groups are considered to be affected.

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

No groups are considered to be affected.

Equality Analysis Prepared By Andrew Mullaney

Position/Role Assistant Director Environment, Planning & Countryside

Section 4

# Equality Analysis Toolkit

Libraries, Museums, Cultural &  
Registrars (Cultural Services)  
November 2014

## **Name/Nature of the Decision**

Libraries, Museums, Cultural & Registrars Service Offer

Service offer for libraries, museums, culture and registrars 2015 – 2018. Registrar's service have submitted a separate EA which has been approved.

Redesign the service currently offered within the available financial envelope.

In order to achieve this, financial reductions will need to be made in the following areas:

- arts budget
- closure of the Bowran Street site
- funding for projects
- library resource fund
- staffing levels

## **What in summary is the proposal being considered?**

**A comprehensive service offer which includes the following elements of service:**

- A Face-to-face Offer by developing 74 public libraries into the face-to-face channel for the public sector and by integrating different teams of staff co-located in the same building to offer a seamless service to customers and make those services available across the full range of hours that each building is open
- A Digital Information Offer which includes 24/7 access to services through a digital channel; offering free access to the internet, and supporting people to access information and services online in life critical areas such as careers and job seeking
- A Health Offer which supports the health and wellbeing of communities and supports vulnerable people
- A Reading and Learning Offer which will provide a modern reading service within local communities
- A Heritage Offer which will preserve Lancashire's written and physical heritage

- A Culture Offer which will support the creation and development of cultural organisations across the county

The offer will be achieved by:

- Transforming local libraries and museums into vibrant local powerhouses for their communities - bringing creativity, excitement and diversity into the heart of every community with the overall aim to improve the quality of life of individuals and communities. We will do this by involving communities in the co-production and co-delivery of their local service
- Growing the number of volunteers replacing paid staff roles. If it is not possible to recruit and retain volunteers in adequate numbers then a reduction in opening hours or closure cannot be ruled out (for example, closure of the 25 smallest libraries would result in an additional annual saving of £1.1 million)
- Purchasing fewer new books for libraries as budget is reduced
- Employing fewer specialist staff as functions are merged e.g. broader spans of control for managers; Conservation Team from Museums and Preservation Team in Archives; the Collections Team in Libraries and the Collections Team in Museums etc.
- More delegation of responsibility to middle and first line managers with the reduction in the overall number of managers

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The current offer is delivered through a network of libraries, museums, and Lancashire Archives. There is no proposal to reduce the number of sites, apart from the closure of the Bowran Street site which is used purely for back office purposes and will not have any effect on communities within Lancashire

The proposed offer will be delivered in the following ways:

- Physically through the network of community based libraries, museums, registrars offices and the record office
- In community settings by officers working directly with groups and organisations

- Virtually through an increasing presence on the internet with a growing number of digitised resources
- Developing a range of options which allows services to be developed and delivered in an innovative way with communities involved in:
  - co-design, including planning of services
  - co-decision making in the allocation of resources
  - co-delivery of services, ranging from extending current volunteering opportunities through to community managed libraries
  - co-evaluation of the service

**Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:**

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

The proposal will impact equally on people both with protected characteristics and without protected characteristics. The reduction in the projects budget will mean that funding will need to be sourced from elsewhere. Until service specific Equality Analysis and consultation has taken place it is impossible to predict the level of impact on any specific protected characteristic group



If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

## Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

We have data relating to:

Footfall at static and mobile sites, Library membership (registrations and "active" members) Library material issues, Library Requests service use, Computer use (PNETs), eBook use, Website / Online services use, Events attendance both at our own venues and when held at other venues, Self-service provision use, promotional activities evaluation (SRC, WW1 etc.), Telly-Talk usage (Customer service centre video conferencing facility), Customer Access Centre use (Telephone enquiries), Home library service use, etc. Also national surveys such as the annual CIPFA library survey and this year the CIPFA Plus Young people survey. Standpoint data from museums

This is used in the following ways:

As many of these areas can be linked to library user records (except footfall) there are a number of parameters that can be examined to determine service use trends, including; age, disability, gender, home location etc. which can be used to build up user profiles for a specified service or site and allow comparison with others, enabling us not only to look at who is using the service, but also identify groups that are not. National surveys and sharing information with other authorities allow further comparison on a wider level. Finally using national statistical information allows use of the service to be measured against regional population figures.

## **Question 2 – Engagement/Consultation**

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

Consultation has not yet taken place about the service offer. When it is appropriate, we will use a combination of the following methods to consult with relevant groups depending upon the decision to be made.

The following are examples of ways in which we have consulted in the past:

- Consultations take place regularly, for example, we have just consulted widely on potential changes to opening hours. County Councillors will also be consulted on the results of the consultation.
- We use the compliments and complaints system
- We are in the process of running a wide consultation with young people through Children's Public Library User Survey. This takes place over a two week period and generates data which is used to develop services
- We have Friends Groups in a number of sites – the Friends of the Archives

are particularly active in attracting funding

- We have young people's forums active in some areas. Blaze – a young people's forum, has been particularly successful in Preston, and has now expanded to areas such as Skelmersdale. We work with these group to develop services which are of interest to young people
- We have developing partnerships in all Districts of the County, and are particularly developing relationships with District and unitary authorities

### **Question 3 – Analysing Impact**

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities

- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

We do not anticipate that the changes proposed are likely to have a disproportionate effect on people with protected characteristics however we acknowledge that more detailed analysis and consultation results will alert us to any potential negative impacts

The reduction in project funding may mean that we are unable to develop some services specifically targeted at groups in the groups mentioned above

#### **Question 4 –Combined/Cumulative Effect**

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect

of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

The service offer is compatible with the offer being made at a national level by the Society of Chief Librarians(SCL). The stated importance of Health and Well Being is in accordance with the County's priorities. The importance of digital skills is congruent with the County and national approach to the digital age and the digital divide. Once we have agreed the detail of the service offer, we will be in a position to indicate the cumulative effect.

### **Question 5 – Identifying Initial Results of Your Analysis**

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

No changes made as yet as we are at the initial stages of the review

### **Question 6 - Mitigation**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

Where direct service cuts/reductions are identified we will source and apply for

funding elsewhere and work with partners to generate funding to continue to develop services to targeted groups.

We will encourage Friends Groups and Young People's Forums to apply for funding independently

### **Question 7 – Balancing the Proposal/Countervailing Factors**

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The primary driver behind the proposals is the need to reduce the budget

### **Question 8 – Final Proposal**

In summary, what is your final proposal and which groups may be affected and how?

The final proposal is to deliver a service to communities of Lancashire as indicated above.

We will only be able to identify if any particular service user groups are affected after a full EA and consultation has taken place

### **Question 9 – Review and Monitoring Arrangements**

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Monitoring will be done every six months in line with Business Planning reviews paying particular attention to the 9 x protected characteristic groups in terms of service reduction and take up.



**Section 1**

# **Equality Analysis Toolkit**

**Libraries, Museums, Cultural &  
Registrars (Registration Services)**

**For Service Managers**

November 2014

### **1) What is the aim of your service?**

This should complement the County Council's Corporate Strategy or your Directorate's objectives.

#### **Libraries, Museums, Cultural & Registrars Service Offer**

To provide a comprehensive, effective and citizen centric registration service. This includes citizens being able to carry out their statutory duties relating to birth, still-birth, death and marriage registration; providing comprehensive services to citizens in regards to options for civil marriage and civil partnership and their notice of intention to marry or form a civil partnership; the maintenance of Lancashire's civil registration records and the issuing of certified copies; the timely provision of citizenship ceremonies; the approval of premises for civil marriage/partnership; the provision of a nationality checking service; and the provision of advice and guidance relating to all matters regarding registration services.

### **2) What outcomes do you want to achieve from your service?**

Accurate and timely civil registration records and accurate and thorough advice and services relating to civil registration.

### **3) How is your service performing?**

Write here any information you have collected that shows how your service is performing. See the corporate intranet site at [lccintranet2/corporate/web/view.asp?siteid=2665&pageid=30233](http://lccintranet2/corporate/web/view.asp?siteid=2665&pageid=30233) for directorate business planning information.

Rated as excellent by central government following the annual production of the governance report to the General Register Office (Home Office) and Key Performance Indicators better than both national

and regional averages. Good feedback from customer surveys.

#### **4) Who are the people who will benefit from your service?**

The answer to this question could be everyone in Lancashire, or it could be everyone within a District of Lancashire e.g. Burnley, or everyone within a ward e.g. Daneshouse etc. Alternatively, the answer could be a particular group of people e.g. young people in Leyland, people with a disability in Frenchwood etc.

Information on Lancashire's population can be found at

<http://www.lancashire.gov.uk/profile>

Registration is a universal service and could be accessed by any citizen within Lancashire and also from citizens who are resident outside of Lancashire.

#### **5) How do you monitor the use of your service and which citizens do you monitor? Please ensure you retain information in relation to your monitoring as evidence of it may be required.**

We have a legal duty under the Equality Act 2010 to monitor the use of our services by users who share the following protected characteristics:

- age
- disability (including Deaf people)
- gender reassignment/gender identity
- race/ethnicity/nationality
- sex/gender
- pregnancy/maternity
- religion or belief
- sexual orientation
- marriage/civil partnership (in respect of which the s.149 requires

only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct prohibited by the Act)

Monitoring can be done in a variety of ways, to best meet the needs of the service. See the corporate service monitoring form at [lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e](http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e)

If you are not currently monitoring across all these characteristics, please say how you will develop your monitoring systems to do so.

Registration is a universal service and monitoring is not applicable. It would not be appropriate to monitor who uses the service as citizens are accessing a universal service because they have a statutory duty to or they are specifically choosing to. If you wish to marry it is your choice. This choice includes not just marrying but where you wish to marry and whether you wish a religious or civil marriage. Similarly we would not monitor for example informants who access the service to register the death of a family member.

In the customer survey we carry out periodically we ask for customers to provide information on their gender, age, ethnicity and whether they regard themselves as having a disability

**6) What does your monitoring information tell you about who is and who is not using your service?**

All parts of our communities use the service when they wish or need to.

**7) How do you consult, inform, and involve people in developing your service? Please ensure you retain materials relating to your consultation in case evidence of it is required.**

There are a range of techniques to involve people in developing your

services. They include:

- service user surveys and panels
- service user satisfaction surveys
- focus groups
- community consultation and engagement exercises
- residents' surveys, including the Living in Lancashire survey - see <http://lccintranet2/corporate/web/?siteid=2660&pageid=3543&e=e> for more information.
- discussion with front line employees
- complaints, compliments, and comments
- Customer Focus Consultancy see [lccintranet2/corporate/web/?siteid=5196&pageid=27362](http://lccintranet2/corporate/web/?siteid=5196&pageid=27362) for more information
- Joint Strategic Needs Assessment (JSNA) see <http://www.lancashire.gov.uk/jsna> for more information
- mystery shopping
- talking to voluntary, community, and faith sector (VCFS) organisations that represent different groups of people
- feedback from district and sub district groups i.e. Local Strategic Partnerships, Area Forums, Area Committees, Neighbourhood Management Boards, Parish and Town Council meetings, Police and Community Together (PACT) meetings etc.

See the Neighbourhood Engagement Intranet site at [lccintranet2/corporate/web/view.asp?siteid=3949&pageid=21780&e=e](http://lccintranet2/corporate/web/view.asp?siteid=3949&pageid=21780&e=e) for further advice.

We ask for feedback, we make comments, compliments and complaints
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forms available on our website and in all our service points, we periodically carry out customer surveys and evaluate responses, staff feedback comments that they receive to their line manager and discuss at team briefings. We encourage staff to share customer experiences and discuss different scenarios that they have encountered and what actions have worked well and not worked as well.

In the customer survey we ask for customers to provide information on their gender, age, ethnicity and whether they regard themselves as having a disability

**8) Which groups of people do you involve in developing your service? Are there any particular groups that you need to target? In considering this question, you should focus first on whether the service has particular relevance to groups of individuals who share the protected characteristics under the Equality Act, namely:**

- age
- disability (including Deaf people)
- gender reassignment/gender identity
- pregnancy or maternity
- race, ethnicity or nationality
- religion or belief
- sex/gender
- sexual orientation
- marriage/civil partnership (in respect of which s.149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct prohibited by the Act)

In doing so, where relevant, you should consider any effects on specific groups or sub-groups sharing one or more protected characteristics

such as, for example:

- older people
- people of a particular religion or ethnic group
- Gypsy, Roma and Traveller communities
- Lesbian, Gay, Bisexual or Transgender communities
- It may also be appropriate to consider the specific needs of those with non-statutory characteristics, e.g.:
- people living in deprived areas
- people living in rural areas
- Children Looked After
- young people not in education, employment or training (NEET)
- carers
- other groups as appropriate e.g. teenage parents, offenders etc

If there are groups that you need to target, how will you do this?

The service is no more relevant to a particular part of the community. People of all ages may choose to marry or may have to register a death. Clearly birth registration is generally more relevant to younger adults but the age of parents can vary. It is not for the service to judge who might access the service and if a parent is 20 years or 70 years we provide the service so that they can register the birth in the same way but would of course try and meet each parent's needs - so if for example one parent needed to bring an interpreter with them we would accommodate that. A death informant could be an infirm person of 90 or a young person of 20. The older person may need to access a room with no stairs/steps but so could the younger person. One informant may need more explanation of the process than another. Staff are trained to meet different needs and recruitment and training emphasises the universal nature of the service

where the understanding of respect, tolerance and the ethos of equality and diversity is key to service delivery. Creating a culture where this is key is a priority objective of the service through communication, policies and leadership.

We have worked with various parts of the community and over several years tried to interact with different parts of the community so that citizens understand what the registration service can deliver and importantly what it can't. Some examples are as follows: putting in place a Memorandum of Understanding with the Preston Muslim Burial Society so that the muslim community in the Preston and surrounding areas understand when we would be able to act and enable a burial to proceed out of normal office hours. We are putting the same in place for a similar Muslim burial society in Lancaster. We have liaised with councillors from Burnley, Hyndbyrn, Pendle and Rossendale so a communication explaining the same has been distributed throughout mosques in the East. We have liaised with an Older People forum in the East around the difficulties legal registration restrictions have for older people needing to register the death of a loved one who dies in Royal Blackburn Hospital. We are interacting with some local schools around citizenship and how a citizenship ceremony is the end of a long journey for many of our Lancashire residents becoming British citizens. We have liaised with local LGBT groups particularly around wanting to ensure that our literature is seen as 'gay' friendly. We have put contacts in place with Hospital Trust bereavement officers to ensure that their policies, procedures and staff information is correct and clear in relation to death certification and registration as this is part of the bereavement journey.

**9) If appropriate, how have you involved the following in developing your service? Again, please retain any evidence of this.**

- Voluntary, Community and Faith Sector (VCFS) organisations
- county councillors
- parish and town councils see [lccintranet/corporate/atoz/a to z/service.asp?u\\_id=2339&tab=1](http://lccintranet/corporate/atoz/a_to_z/service.asp?u_id=2339&tab=1)



for more information

- district ward councillors/district councillors
- overview and scrutiny committees see [lccintranet/corporate/atoz/a\\_to\\_z/service.asp?u\\_id=1788&tab=1](http://lccintranet/corporate/atoz/a_to_z/service.asp?u_id=1788&tab=1)
- other statutory agencies e.g. National Health Service, Lancashire Constabulary etc

We work with lots of partners depending on the function that is being delivered – Coroners, bereavement officers at NHS Trusts, different staff within the NHS (e.g. midwives, staff working in the maternity function), funeral directors. Clergy, churches, registered buildings, approved venue owners and responsible persons, cemetery/cremation managers, GP's, councillors, the constabulary, community representatives, colleagues within LCC such as Children's Centres etc. We ensure we have contacts for the service and contacts for local service points and we ensure partners are aware of our services, what we deliver and where and how and when we have shared customers or we are part of the same customer journey (e.g. bereavement journey) we look to work together to make that journey better and more effective for the citizen/customer.

**10) Taking into consideration the information you have collected already, are there any potential negative impacts that might affect citizens because of their:**

- age
- disability including Deaf people
- race/ethnicity/nationality
- sex/gender
- gender reassignment/ gender identity

- religion or belief
- sexual orientation
- pregnancy or maternity status
- marriage or civil partnership status

Or because they are:

- people who have young children
- living in an area of deprivation
- living in a rural area
- Children Looked After
- young people not in education, employment or training (NEET)
- teenage parents
- carers
- others e.g. offenders, people out of work, problem drug users etc.

We have taken into account the different citizens who access our services – most of which can by law only be accessed face to face. We have ensured that service points are accessible, that signage is clear and information is clear and available on the LCC website and in hard copy. We are retaining local service points and using other LCC buildings to provide a wider geographical coverage. We have taken various actions to make the customer/citizen experience better (e.g. adding baby changing facilities to service points, looking at appointment times, changing advice that the LCC Customer Centre gives out, improving advice on our website, making the booking of birth and death appointments available online.

Please note that the consideration of potential negative effects should be

specific and realistic. Potential adverse effects should not be minimised or exaggerated.

**11) Does your review indicate that the effect of the policy or decision under review could combine with other policies or decisions of LCC or other public authorities ?**

The Registration Service is aiming to maintain its current service point provision through effective use of their appointment system and use of LCC buildings. The service is looking at maximising as much as it can appointment utilisation.

Could the results of your review combine with other decisions within LCC or elsewhere to affect any of the above groups (i.e. the cumulative effect)?

Nothing identified at this stage.

Are you aware of other local or national decisions which could combine with this decision to particularly disadvantage any specific groups?

Any national decisions would be in respect to changes in legislation and it would then be for government to consider and analyse any negative impact e.g. if birth registration law was changed so it could be done online government would need to think through the impact to some parents and for example would a face to face channel need to remain as an option.

**12) In relation to your service review findings, whether viewed alone or in combination with other factors, are these likely to have adverse effects on groups sharing relevant protected characteristics? If so you must consider how to mitigate such adverse effects.**

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your conclusions/proposals on those sharing any relevant protected characteristic. It is important here to do a genuine and realistic evaluation of the likely effectiveness of the mitigation proposed. Over-optimistic and over-generalised assessments are likely to fall short of the due regard requirement.

Also consider if the mitigation might adversely affect any other groups and how this might be managed.

We have taken steps to mitigate problems that some citizens may have e.g. if they need a replacement certificate we have ensured that they can apply locally, apply face to face rather than only online or over the phone, can pay 'cash' if they do not have electronic means of making payment.

**13) Think about the potential positive impacts your service could have on certain groups of people, and in particular those sharing protected characteristics. What are they and how might they be developed?**

Use this information to think about how your service might improve quality of life and assist in relation to promoting equality.

Will the positive impacts be accompanied by any negative impacts on groups of citizens sharing the protected characteristics? If so, how might these be addressed or balanced?

There are no fees associated with the statutory duties for citizens such as birth, still-birth and death registration. For other services it is a citizens choice e.g. if they wish to marry fees are applicable but there are a number of choices and different fees for these choices. Some fees are set nationally. An accessible simple marriage ceremony continues to be made available for those citizens who wish to choose that. The fee for attending a citizenship ceremony to receive a citizenship certificate is

set by the Home Office.

**14) How can your service contribute to the following priority areas:**

- Eliminating discrimination, harassment, victimisation or any other unlawful conduct

Will the service be provided by people who treat all clients/customers/service users with dignity and respect?

The Registration is a neutral service and staff are continually reminded that tolerance and respect and confidentiality are key to service delivery.

Will assessment or eligibility criteria be set objectively and fairly? Will training in some form be available to ensure that these requirements are properly applied?

Staff are observed and customer feedback sought and then action taken – for example best practice shared through team meetings, communication, service networking events, training. The service has designed a one day bereavement course for staff to attend to better equip them dealing with difficult situations and dealing with bereaved citizens.

- Tackling social exclusion and advancing equality of opportunity between persons who share relevant protected characteristics and those who do not share it.

This will involve taking steps to remove or minimise disadvantages suffered by persons who share a relevant protected characteristic and that are connected to that particular characteristic, taking steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it, and encouraging persons who share a relevant protected characteristic to

participate in public life or in any other activity in which participation by such persons is disproportionately low.

It is important to bear in mind that taking steps to meet the needs of disabled persons which are different from those of persons who do not share that disability include steps to take account of the disabilities in question. This may even include treating some persons more favourably than others in order to allow them to participate in social or public life.

Activities that help improve social inclusion include those that improve the quality of life for people who are disadvantaged or are in danger of poor outcomes in their lives through various circumstances e.g. a lack of money, difficulty in accessing services difficulties accessing premises, and barriers to taking part in relationships and activities that are available to most people in communities etc.

- Improving community cohesion /Fostering Good Relations between persons who share a relevant protected characteristic and those who do not share it

This may include thinking about ways to tackle prejudice and promote understanding between groups of people with protected characteristics and those who do not share those characteristics. Activities that help improve community cohesion include those that bring people from different communities together (e.g. people of different ethnicities, faiths, ages, geographical backgrounds etc); those that empower communities and those that reduce tensions in communities. (See the Community Cohesion website at

<http://www.lancashire.gov.uk/corporate/web/view.asp?siteid=2966&pageid=5956&e=e> for more information).

- Improving health and wellbeing

Health and wellbeing means that people feel well enough and sufficiently supported to live their lives to the full. Activities that help improve health

and wellbeing include those that ensure that basic needs are met, that individuals have a sense of purpose, that they feel able to achieve important personal goals and participate in society.

- Supporting the county council's role as a corporate parent

The Corporate Parenting Board ensures that Children Looked After have the same opportunities as their peers to a good quality of life. Activities that help support this are those that help improve health and wellbeing outcomes for children and young people who are looked after and those that support them to be prepared for the future. (See Corporate Parenting Board website at [lccintranet2/corporate/web/view.asp?siteid=4183&pageid=17628&e=e](http://lccintranet2/corporate/web/view.asp?siteid=4183&pageid=17628&e=e) for more information).

As identified previously the service is provided in a way where adjustments required due to accessibility or communication requirements etc. will be accommodated wherever practicable.

**15) Taking into consideration all the information you have collected in answering the previous questions, what are the changes/actions you will carry out to tackle any issues you have identified? These may be – no change to the service; adjust the proposal; continue with proposed changes or stop the changes and reconsider.**

If going ahead with changes, what are the factors you have balanced – e.g. financial, operational – which you have considered alongside your Analysis findings (countervailing factors).

No changes to the service in terms of reduction. The only changes will be to give wider choice – for example being able to make a notice appointment online as well as birth and death appointments.

**16) When will you review your actions?**

Monitoring should be at least half yearly in line with the business planning performance management cycle.

The service is reviewed annually in terms of reviewing the service/business plan and customer feedback and the ethos of equality and diversity feeds into that annual process.

**17) When will you report progress on your actions and who to?**

Progress on actions should be reported to relevant county councillors, officers, partnerships and groups etc

**18) When will you review your service or service plan?**

Annually.

Name of officer completing this template - Steve Lloyd

Role Head of Registration and Coroners Services





CHIEF EXECUTIVE

23 DEC 2014

County Councillor Jennifer Mein  
Council Leader  
Lancashire County Council  
PO Box 78  
County Hall  
Preston, PR1 8XJ

Our Ref: JM/AP

Date: 15<sup>th</sup> December, 2014

Dear Councillor Mein

**CONSULTATION ON THE COUNTY COUNCIL'S BUDGET**

First, I would like to thank you for the opportunity to comment on Lancashire County Council's budget proposals.

A general comment that I would like to make is that the consultation document states that a number of reviews will take place to decide the detail of service changes. Where these impact on Burnley Council or the Borough, we would welcome further opportunity to comment and be involved as further details emerge.

I would also urge the County Council, when allocating scarce resources, to do so on the basis of need, recognising that despite our recent success in strengthening the local economy, Burnley remains the most deprived area in Lancashire.

I have highlighted a number of specific points in relation to the service areas below in bold.

Supporting People

I note that budgets will be reduced by £4m and that Family Intervention projects will be de-commissioned, though an action plan has been developed for mainstream services to take on this work.

**LCC has promised to do further consultation with districts and we would welcome this to help us assess any implications for our customer services, revenues and benefits and homelessness teams.**

Public health

I acknowledge that difficult choices facing the county council, but welcome your proposal to put greater focus on targeting vulnerable children, families and older people and supporting them with a joined up service in order to build their resilience and prevent further crises leading to increased demand on social care and health services.

**Burnley Council would like to emphasise the importance of targeting the most deprived areas like Burnley.**



## School improvement

The proposals document says that a "more targeted approach focussing on disadvantaged pupils will be adopted for the following or consideration given to an increasing role for trading:

**My assumption, based on the above, is that Burnley schools will receive targeted support given the clear need to improve attainment in the area. If this is the case, Burnley Council would support the proposal. However, the statement "a review of providing targeted support," may suggest that the current offer could, in future, be reduced. Indeed, the document goes on to say that there will be a "Reduction in targeted School Improvement activity" in order to achieve savings. Burnley Council would welcome a clarification on this, given the importance of skills and education to Burnley's future. We would support a schools led approach to ensuring the education authority fulfils its statutory duty if the county council is unable to continue with current service levels.**

## Bus and Rail Travel

The proposal is for the County Information centre in Burnley Bus station to close, with the loss of information and ticketing provision.

**Burnley bus station is busy. Burnley Council would therefore request further discussion with the County Council about the rationale for retaining services in Clitheroe and Nelson, but not Burnley.**

**I also wish to raise a concern about the decision to cease subsidised bus routes. Before a final decision is taken, we urge the County Council to consult thoroughly to ensure that any significant impacts, particularly on older people, those with disabilities and young people accessing work or education, are mitigated as far as possible.**

## Waste Management

The proposal document says that the cost sharing agreements with Waste Collection Authorities will be maintained up to 2017/18. The document notes that: "it is currently anticipated that these agreements will end and a substantial amount of the proposed spend in this area will be saved from 2018/19 onwards. This could be considered as an area for saving if a 'one-off saving' of the equivalent amount can be found in 2017/18."

**The meaning of the last sentence is unclear, so Burnley Council seeks a clarification. We will continue to engage with ongoing discussions with regard changes to the cost share agreement.**

The County Council is proposing to charge for some non-household waste types at recycling centres.

**I wish to express my concern about this proposal, given the significant resources that Burnley Council puts into tackling fly tipping.**

**Given that charges are a disincentive to recycle waste responsibly for some people, there is a strong argument for believing that levels of fly tipping will increase, as the proposal document acknowledges.**

The document suggests that the increase could be short term, but what evidence does the county council have for that assertion? Research shows that once the law is broken by an individual the risk of them transgressing the law again is increased. Also as the proposed charges relate to types of waste with few distinguishing features, fly tips will be nearly impossible to trace back to the owner. This means the likelihood of being able to bring a successful prosecution would be low.

If following the introduction of charges fly tipping levels increase for the types of waste being charged for, then Burnley Council would expect the county council to offset the cost that is being transferred to the district.

Economic Development

The document says there is an opportunity to pool "local authority resources across Lancashire to achieve shared economic objectives, though this will be dependent on local authorities developing more collaborative and binding agreements."

**Burnley Council would welcome further consideration of the pooling of business rates as part of wider discussions associated with partnership working including the creation of a Combined Authority.**

Property Review

At the recent Lancashire Leaders meeting, it was highlighted that the County Council is keen to maximise use of its property portfolio and further investigate co-location of services.

**Burnley Council would be very keen to investigate the possibility of co-location of services within Burnley town centre**

Finally as requested, I attach a copy of the Revenue Budget 2015/2016 Savings Proposal report that was considered and approved at Full Council on 10 December 2015. I would welcome your comments on the proposals..

Yours sincerely



**Councillor Mark Townsend  
Leader of Burnley Borough Council.**

23 DEC 2014

Enquiries to: Cathy Gardener  
 Contact no: 01282 644684  
 Email: [cathy.gardener@eastlancscg.nhs.uk](mailto:cathy.gardener@eastlancscg.nhs.uk)  
 Our Ref: MI/CG/DCAC

**East Lancashire Clinical Commissioning Group**

Walshaw House  
 Regent Street  
 Nelson  
 Lancashire  
 BB9 8AS

Date: 16 December 2014

Tel: 01282 644700

Fax: 01282 615559

County Councillor Jennifer Mein  
 Leader of the County Council  
 PO Box 78  
 County Hall  
 Preston  
 PR1 8XJ

Dear Jennifer

**Consultation on the County Council's Budget 2015/2016 to 2017/2018**

Thank you for the opportunity to respond to the County Council's budget consultation.

East Lancashire CCG acknowledges the significant financial challenges faced by Lancashire County Council and the impact that this has on the service offers. This letter forms an initial, high level response from East Lancashire CCG at this time.

Steve Gross and Sakthi Karunanithi met with CCG representatives on 5<sup>th</sup> December to review the offers for adult social care and public health in more detail. The meeting was helpful in understanding the potential impact on the overall health and social care system and we would welcome the offer of an equivalent session for the service offers covering children and young people and in particular the proposed reduced CAMHS service offer.

Our understanding of the Commissioned Social Care Learning Disabilities (Adults) service offer is that it will result in a reduction of provision of commissioned care to meet long term needs of services users. As a CCG we are concerned about the impact this service offer may have on the system, particularly in context of current pressures being experienced in urgent care and risks of increased costs to the NHS. We would welcome a more detailed understanding of the equality impact assessment conducted on this service offer and would suggest joint planning now on how to mitigate against this with a commitment to work collaboratively on the reviews proposed. It will also be helpful to know whether consultation with service users, carers and other stakeholders has taken place and the outcomes of this exercise.

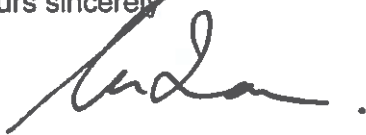
The Public Health and Wellbeing Service Offer is also of concern and we require specific detail of planned cost saving given the national commitment to ring fence this resource. It will be helpful to understand whether bringing this resource under the Better Care Fund has been considered and the rationale to any proposal. We would note the work being carried out on revising the memorandum of understanding between the CCGs and LCC's public health function to fulfil the mandated area of providing public health support to NHS commissioners and the operating model that supports delivery of it. We see this work as dovetailing with the service offer on public health and wellbeing.

East Lancashire CCG has a specific interest of any plans to reduce services previously commissioned by East Lancashire PCT as highlighted in your Service Offer Equality Analysis. Specific detail of any proposed reductions is requested.

We would welcome the opportunity for further discussion involving all Lancashire CCGs to understand the service offers in more detail and to form a collective CCG response which we understand will take place in January 2015. We are keen to see this prioritised to ensure business continuity, particularly when across Lancashire there are some large scale transformation programmes being implemented and the impact of any service change this may have of future health and social care sustainability. We would propose that the service offers are explained in detail and discussed by the Lancashire Health and Wellbeing Board in the context of the delivery of the Better Care Fund Plan.

I look forward to hearing from you.

Yours sincerely



**Mike Ions**  
**Chief Operating Officer**

Cc: CCG Executive Team/SMT



**Young Peoples response to the initial consultation on the County Council's Budget 2015/16 - 2017/18.**

**Introduction**

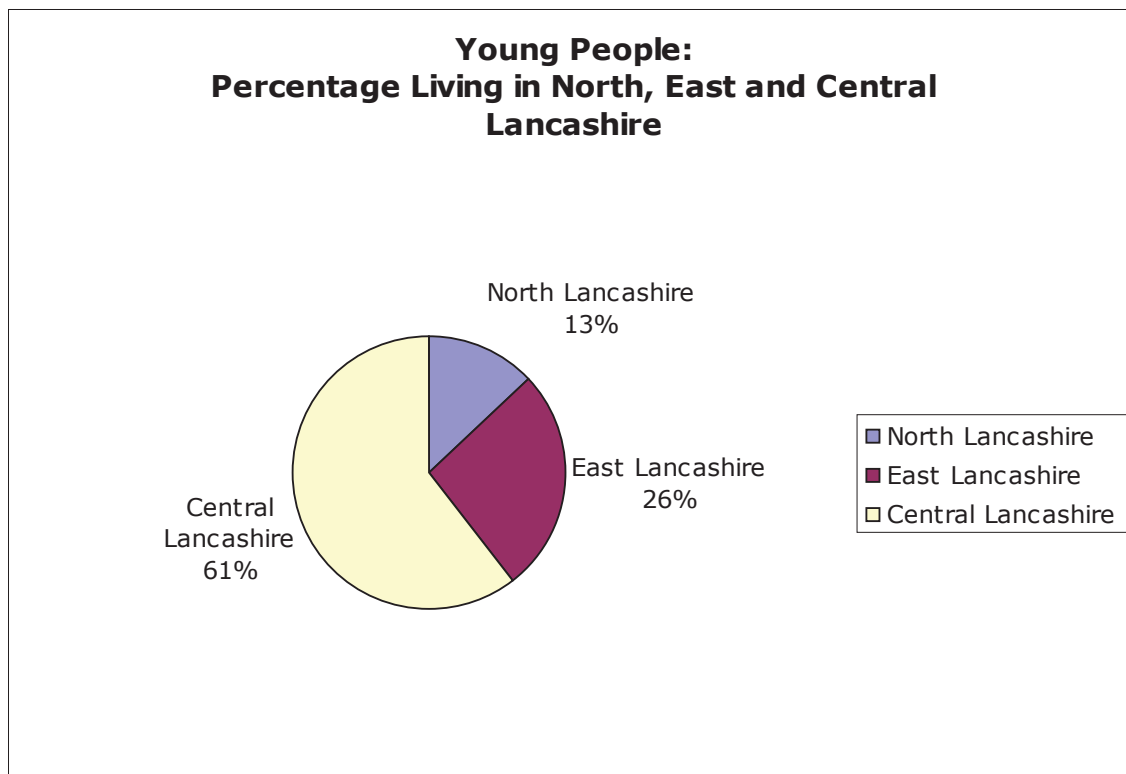
This document illustrates the voice of young people in Lancashire who access the Council for Children and Young People with Special Education Needs and Disabilities – known as POWAR (Participate, Opportunity, Win, Achieve, Respect) and the Children in Care Council known as LINX (Listen, Involve, Negotiate, eXpress).

**Information about the young people**

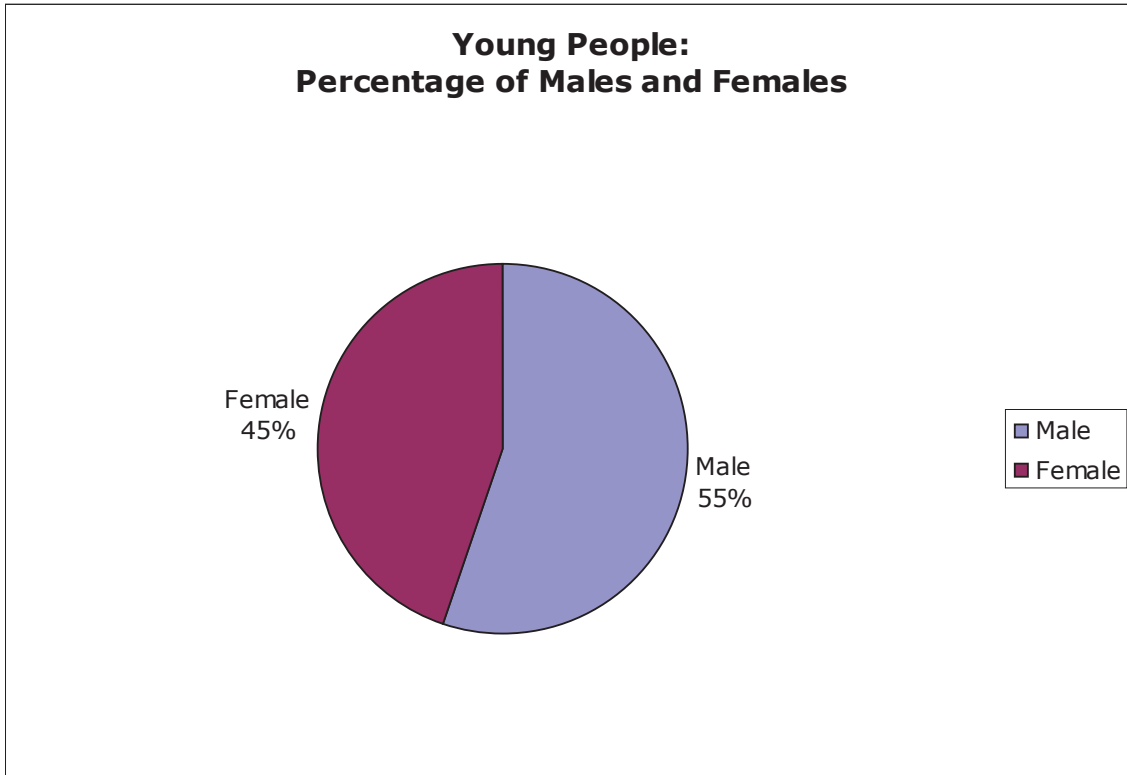
In Lancashire children and young people accessing the Participation Groups vary in range from age 4 to 22 years and include those with special educational needs and disabilities. In order to make this consultation accessible for all children and young people accessing our groups we asked the young people directly which services they felt were the most important in their lives and any ideas that they had regarding shaping services in Lancashire for the future.

38 young people from Lancashire engaged with the consultation:

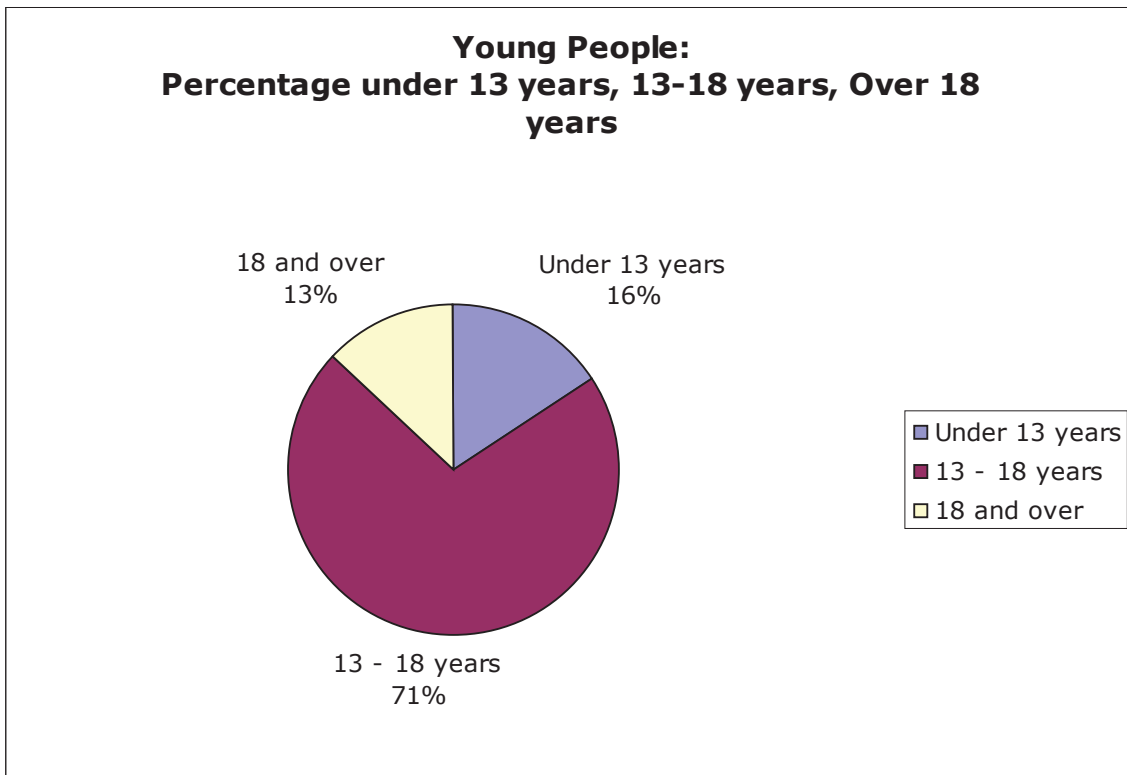
**Where they live**



**Gender**



**Age range**



## Questions

If you were in charge of LCC what would you do to make children and young people's lives better?

How should people work better together?

Do you think we could change the way we do things – where & how we deliver?

Which services that you currently receive are the most important?

## Answers

6 focus group sessions were delivered to 38 young people and their discussions covered the broad themes below:

Communication
Tell service users everything they're entitled too
Better communication between professionals/parents/service users
Better communication and information when moving homes or leaving care
Make sure that YP see their family more often
Communication and information from Social Workers should be quicker
Better communication between YP and social workers. Have direct contact, not over the phone
More information should be available to YP with regards to other services
Speak to YP like YP – don't use professional jargon
Communicate better with other professionals, including health/social services/education

Organisation
No segregation between special needs young people
Better transition from children to adult services, more information and services should be used

Accessibility
Services should have YP friendly opening time; eg after college, weekends
More information available and other forms of contact; Internet, drop-in, phone lines.
More schools should have access for YP with disabilities; lifts/ramps



Professionals
Social Workers should be more active with their young people. Rather than just sitting and talking, Social Workers should take young people out on activities/meals/hobbies etc
All professionals should be under one roof.
Other professionals should be available to talk too and help
More visits from service providers
YP to give awareness training around disabilities to professionals to make them more aware
More professionals to be trained in YP with disabilities

Initiatives
Use incentives to get YP more involved
Focus groups; where YP get their voice and opinion heard.
Do things with other councils – National services
Merge services together
Create an ‘app’ for phone
Integrate schools

Resources
resources in school to help with education
residential for YP

Most Important Services to us
Voluntary Sector Groups
School support staff and transport to and from school
Social Workers
Emergency Services
Support workers and carers

The young people identified the following as negative affects of austerity:

- We Lose independence
- We Lose specific support needed for personal development
- We Lose social skills
- Not making a difference
- Losing the rights to be equal, and have equal opportunities to other people

Positives for keeping the funding to these services

- To become independent
- Learn road safety
- Gain life skills
- To develop social skills
- Good support in school, increase grades, and help with further education and the right to access a good job.
- The need for diversity and equal opportunities
- Change the views and outlook of society
- Care and help for those who are one of the most vulnerable groups within society.

Thank you

Kate Baggaley  
Team Manager  
Participation service

## Lancashire County Council budget consultation 2015/16-2017/18

### Responses from the Public

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#### South Ribble

Your views on the budget options-

Just a consideration, why not allow the private sector, to take on some of your commitments?

It is obvious, that items such as highway maintenance cannot be reduced.

Besides anything else it would be politically suicidal as most voters use some means of road transport.

As an ex employee, I can clearly see the need for less, management.

Most employees would accept a pay cut or further freeze, if this was offered as an option to redundancies.

You have got an impossible task and I wish you well.

As a loyal Labour supporter I know things like privatisation are not your first choice.

However I feel we need to put aside our politics as everyone, employees and constituents alike, appreciate, your task is difficult.

Increase charges where applicable, trust we understand the economical situation.

My advise would be, tell the truth, be honest and keep everyone informed.

Its not personal, no person on the council now is responsible, trust your judgement, in conjunction with the knowledge you have.

Reduce staff, not an issue, when times allow, you can soon recruit, fabulous employer with, good pension etc.

Yours sincerely

#### West Lancashire

Your views on the budget options

I am very concerned about the proposed closure of Burscough bridge interchange and reduction of bus services within the area. As a resident I use both the buses and trains regularly. Public transport in the area has been reduced in previous years and is in my opinion at a critical state already, buses after 6pm are few are far between Ormskirk & Burscough yet this service is a lifeline to residents who commute into Ormskirk Station as train services to Burscough Junction only connect with approx every 4th train from Ormskirk. The loss of the burscough interchange will mean there will be no up to date transport and tourism information within the area as the facility in Ormskirk was closed a number of years ago. How far is the nearest office to get this information now ? Southport? Liverpool? not very useful . As usual only lip service is being paid to the supposed green credentials of the council making travel, visiting and comuniting by public transport within the community extremely difficult and at some times impossible.

Subject: Proposed budget cuts affecting Burscough

Hello Ms Kilpatrick

Our attention has been drawn to your consultation regarding funding cuts affecting Burscough. We have completed your on-line return and trust our view will be taken into account. Our on-line response, asked for further information to be supplied but to date this hasn't happened (It should be noted that no alternative method of submitting comments was offered) I therefore spoke to Lee Park yesterday and said I would put details of our request in an email. He advised that email should be addressed to you.

1. In any discussion regarding the budget cuts, who should our point of contact be?
2. A response was provided to Colin Wareing which quoted the Parish Council as being aware of the proposals. How did you know we were aware of the proposals? I wondered if perhaps we had missed some notification: Has the Parish Council's opinion been sought already?
3. The Parish Council have for a number of months been asking LCC if we could be considered as a suitable tenant for the Interchange building, and if so, what the rent would be, and how we might make it suitable. Has our offer actually been considered, and if so, what was the outcome?
4. There have been a number of occasions during the past year where we have expressed a wish to work more closely with LCC. We understand that times are hard, but we believe that working with the Parish Council can actually result in cost savings for services. The Parish Council would welcome the opportunity to work more closely with LCC, particularly in finding ways to make services more cost effective – for instance, it would be so easy for the parish council to market the ticketing facility to local businesses and the local community through our newsletter. It has a tremendous reputation locally and there is a good chance that more trade could be built up. We did not know however that ticket numbers were relevant. That is just one example – there are lots of ways that we can help but we have not been offered any opportunity to explore these. Would it be possible, before decisions are made to look at how we can make this work at reasonable cost by working with you?
5. We understand that the ticketing facility at Burscough costs £50000 net of revenue from ticket sales while other ticket offices fully cover their costs from revenue from ticket sales, even though, numbers of tickets issued seem fairly close. Please can we see a breakdown of costs so that we can understand why this service costs so much and so much more than similar services. This will help us to know (a) whether anything can be done and if not (b) understand why not. It would be helpful if we could have a breakdown of costs for one of the other services (with similar ticket sales) that you staff, so that we can compare.
6. Removing bus service subsidies will affect Burscough's almost 10000 residents especially hard as we understand that every bus service is subsidised. Please can you explain why all subsidies on bus services are proposed to be removed, when we were already awaiting a proposal from John Fillis about how the Parish Councils can get involved in local bus services. Is the proposal from John Fillis superceded now?
7. Where you aware when putting forward these proposals that a proposal was already being worked up by John Fillis or at his request?
8. Has there been an equality impact assessment carried out regarding the impact of the loss of these services on vulnerable people?(not an eia on whether or not the consultation is fair) If so where can I find it.
9. Can we have a conversation about how we can work together to make things work?
10. Can there be a stay of execution while solutions are considered? Unless we have missed something, Parish Councils have not been consulted directly, and we haven't been given a chance to see how we can help to make it work (that is a very different consultation than asking the general public what they think if the proposals). To do that we require information, and we also need responses to earlier requests that might reduce costs.

I shall look forward to receiving your response. I shall be at home over the holiday period but this is particularly important and I would be grateful if you will copy me in on my home email address [tessreddington@gmail.com](mailto:tessreddington@gmail.com) so that we can make some headway over the break.

Kind regards

Tess Reddington  
Clerk to Burscough Parish Council

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