

Lancashire County Council

Cabinet

Thursday, 7th November, 2013 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Cabinet Resolutions

No. Item

- 7. Money Matters - The Financial Strategy 2014/15 to 2017/18 (Pages 1 - 96)**

Jo Turton
Interim Chief Executive

County Hall
Preston

RESOLUTIONS: CABINET 7 November 2013

Item 7 - Money Matters - The Financial Strategy 2014/15 to 2017/18

Resolved:-

1. To note the reductions in cost of £5.590m in 2014/15 rising to £16.671m in 2017/18, as set out in Annex 1 to these resolutions;
2. To endorse the efficiency savings identified through the 10% challenge of £16.272m in 2014/15 rising to £19.081m in 2015/16, as set out in Annex 1 to these resolutions, and thanks the Council's staff for their efforts in identifying these savings;
3. To endorse the savings that can be delivered by reductions in the cost of running the business of £6.523m in 2014/15 rising to £17.366m in 2017/18, as set out in Annex 1 to these resolutions;
4. To task the County Council's Management Team with maintaining an ongoing review of operations in order to identify opportunities for further savings to be brought back to cabinet in future meetings;
5. To propose, for consultation, options for reducing costs through reshaping the way services are delivered totalling £5.560m in 2014/15 rising to £32.350m in 2017/18, as set out in Annex 2 to these resolutions;
6. To propose, for consultation, policy options for reductions in service and for increasing income through charging options totalling £15.204m rising to £29.982m in 2017/18, as set out in Annex 3 to these resolutions;
7. To note potential calls on the council's downsizing reserve of up to £9.6m in total to deliver the proposals contained in these resolutions;
8. To request the views of the Budget Scrutiny Working Group on all the proposals set out in these resolutions for consideration at future Cabinet meetings;
9. The Cabinet recognises that at a reduction of almost 40%, the challenge facing the County Council over the next four years is unprecedented. To deliver this level of saving whilst seeking to deliver effective services will require a radically different approach which focuses on service delivery within a budget envelope of £642m by 2017/18. The Cabinet requests the Interim Chief Executive to bring a report back to a future meeting of Cabinet, setting out the approach to reshaping the County Council's organisation and services to secure effective services for our communities and ensure a sustainable future.

10. It is clear that the fundamental downsizing to deliver £300m of savings will have a significant impact on all staff across the organisation. In order to manage this is the fairest way, and to enable the County Council to plan effectively the Cabinet asks the Interim Chief Executive to:

- To publish an offer for all staff, including those who have been seconded to other organisations, interested in taking voluntary redundancy on the current terms before April 2014
- To ask for expressions of interest from staff interested in taking voluntary redundancy between April 2014 and April 2016, and to
- develop a proposal for a voluntary severance package which would ensure a fair approach for all staff over the next four years.

Reduction in Costs

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
Impact of the proposal to implement the Living Wage	-3.000	-0.090	-0.093	-0.095	-3.278
Impact of revised forecast of the level of procurement savings to be delivered in 2013/14	-5.000				-5.000
The full year effect of savings agreed as part of the current financial strategy but not included within the financial forecast	3.600	1.900	1.300	0.800	7.600
Review of inflation for social care providers; providing 1.75% within the 2014/15 forecast	3.245				3.245
Review of the level of demand incorporated within the forecast of costs for the concessionary travel budget	0.645	0.180	0.197	0.190	1.212
Revised forecast of the employers contribution to the local government pension fund as a result of the triennial valuation	1.500	1.553	1.541	1.538	6.132
Reflection of the government commitment to a 1% pay cap for local government in 2014/15	2.600				2.600
Revised forecast of council tax income arising from the previously approved review of the single persons discount and the impact of the City Deal	2.000	0.250	0.730	1.180	4.160
Reduction in costs	5.590	3.793	3.675	3.613	16.671

Efficiency Savings from the 10% Challenge

	2014/15 £m	2015/16 £m	Total £m
Adult Services, Health and Well-being Directorate	6.266	2.005	8.271
Children and Young Peoples Directorate	2.931	-	2.931
Environment Directorate	5.156	0.779	5.935
County Treasurer's Directorate	0.307	0.025	0.332
Lancashire County Commercial Group	0.573	-	0.573
The Office of the Chief Executive	1.039	-	1.039
Efficiency savings from 10% Challenge	16.272	2.809	19.081

Reducing the cost of being in business

	2014/15	2015/16	2016/17	2017/18	Total
	£m	£m	£m	£m	£m
Increase Public Health Contribution to Overheads	1.050	---	---	---	1.050
Asset management within highways and property	---	---	---	0.900	0.900
Printing/Postage/Council Infrastructure	1.000	---	---	---	1.000
Managing Business Mileage	1.000	---	---	---	1.000
Accommodation	---	---	---	5.000	5.000
Review of business intelligence	0.400	0.400	0.100	0.100	1.000
Right Sizing the County Treasurer's Directorate	0.303	0.180	0.707	0.229	1.419
Right Sizing the Corporate Expenditure Budget	0.210	---	---	---	0.210
Treasury Management Strategy	1.675	0.600	---	---	2.275
Reduction in the cost of waste	---	0.500	0.500	0.500	1.500
Energy Management (Price)	0.885	0.121	1.006	---	2.012
Total	6.523	1.801	2.313	6.729	17.366

Reshaping the Way Services are delivered

No.	Proposal	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
401	Reshaping and Recommissioning of Domiciliary Care	---	2.000	---	---	2.000
403	Recommissioning Telecare	---	0.500	1.000	2.500	4.000
404	Learning Disability Remodelling Supported Living	4.000	4.000	4.000	---	12.000
405	Recommissioning of Mental Health Services	0.060	0.970	0.160	0.160	1.350
407	Integration of health and care services in Lancashire	1.000	1.900	3.800	4.300	11.000
409	Review of skills provision - using it differently and contributing to overheads	0.500	0.500	1.000	---	2.000
Total		5.560	9.870	9.960	6.960	32.350

Further detail for each of the options in Annex 2 is provided in Appendix A to these resolutions

Policy Options

No.	Policy Option	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
Adults Services, Health and Well-Being Directorate						
601	Supporting People	1.000	3.000	---	---	4.000
602	Fairer Charging	1.250	1.500	---	---	2.750
604	Review and re-design of residential substance misuse services	0.250	0.250	---	---	0.500
607	Arts Development service	0.020	---	---	---	0.020
609	Leisure Link (providing additional respite to Unpaid Carers)	0.275	---	---	---	0.275
610	Remodelling workforce in former NHS operated learning disability (LD) supported living schemes	3.430	0.500	0.400	---	4.330
611	Older people day time support	0.300	0.300	0.400	---	1.000
612	Self Directed Supports	0.100	0.150	0.150	0.150	0.550
Total		6.625	5.700	0.950	0.150	13.425
Children and Young Peoples Directorate						
702	Youth Services	0.600	1.000	1.400	---	3.000
703	Discretionary Mainstream Home to School Transport (including unsuitable routes)	0.616	0.482	0.041	0.020	1.159
704	Parent participation and engagement for children and young people with Special Educational Needs and Disability (SEND) and their families	0.078	---	---	---	0.078
705	Charging for post 16 Special Educational Needs and Disabilities (SEND) transport	0.088	0.096	0.096	---	0.280
707	Review of CYP traded services	0.063	---	---	---	0.063
708	Review of Lancashire Outdoor Education Provision	0.039	0.068	0.050	---	0.157
No.	Policy Option	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Total £m

709	Review of Quality & Continuous Improvement - Lancashire Schools Effectiveness Service (QCI-LSES) services provided to schools	0.025	0.119	0.088	---	0.232
710	Review of school attendance responsibilities.	0.065	0.099	0.031	---	0.195
711	Virtual School Review	0.250	---	---	---	0.250
712	Review of Early Years services and responsibilities	1.507	1.451	---	---	2.958
717	Improve efficiency of Adoption Service	0.117	---	---	---	0.117
719	Increase efficiency in Fostering Service	0.150	---	---	---	0.150
722	To develop and reshape services to children, young people and families to ensure the services are aligned efficiently and effectively	2.800	0.861	---	---	3.661
723	Right-size Children's Trust Budget	0.100	---	---	---	0.100
Total		6.499	4.176	1.706	0.020	12.401

Environment Directorate

804	Street Lighting Energy	0.170	0.100	0.230	---	0.500
805	Highway infrastructure sponsorship	0.050	0.050	---	---	0.100
809	Members priority contingency	0.042	0.100	0.078	---	0.220
813	Targeted Parking Enforcement	0.050	---	---	---	0.050
815	Environment & Community Projects and Forest of Bowland Area of Outstanding Natural Beauty	0.118	---	0.612	---	0.730
817	Public Rights of Way & Countryside Service Reductions	0.094	---	0.454	---	0.548
821	Winter Service	0.447	---	---	---	0.447
822	Close waste transfer stations and landfill sites on bank holidays	---	0.030	---	---	0.030
823	Sustainable Drainage Consenting & Enforcement	0.150	---	---	---	0.150
824	Joint Production of Local Transport Plan	---	0.030	---	---	0.030
828	Withdrawal of Adult Cycle Training	0.014	0.015	0.006	---	0.035
829	Safer Travel Unit training	0.018	0.024	0.020	---	0.062
831	Business Travel Planning	0.003	---	0.017	---	0.020
No.	Policy Option	2014/15	2015/16	2016/17	2017/18	Total
		£m	£m	£m	£m	£m
832	Speed management provision	0.040	---	---	---	0.040
833	Operational Learning and Development within Highways Services	0.025	0.040	---	---	0.065

834	New Traffic Systems Maintenance Contract	0.100	---	---	---	0.100
836	Transfer of Parking Services front line call handling into Parking Services	0.075	---	---	---	0.075
837	District/Parish Public Realm Agreements - Highway - Green Space maintenance	0.144	0.137	0.123	---	0.404
841	Bus Shelter Maintenance	0.015	0.010	---	---	0.025
842	Vehicle and associated checks carried out on subsidised services	0.025	---	---	---	0.025
Total		1.580	0.536	1.540	---	3.656
Services within the Office of the Chief Executive						
921	Review of Voluntary, Community and Faith Sector (VCFS) Grants	0.500	---	---	---	0.500
		0.500	---	---	---	0.500
Total Policy Options		15.204	10.412	4.196	0.170	29.982

Further detail for each of the options in Annex 3 is provided in Appendix A to these resolutions

**MONEY MATTERS - THE FINANCIAL STRATEGY
2014/15 TO 2017/18**

CABINET RESOLUTIONS

7TH NOVEMBER 2013

Contents

Reshaping the way Services are delivered Page 3

Directorate Policy Options:

Adults Services, Health and Well-Being Directorate Page 19

Children and Young Peoples Directorate Page 31

Environment Directorate Page 57

Office of the Chief Executive Page 81

RESHAPING THE WAY SERVICES ARE DELIVERED

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number
ACS	RSH	401

Live/Active
1

Project	Reshaping and Recommissioning of Domiciliary Care
Sponsor	Steve Gross
Objective	To fully review and recommission the provision of domiciliary care to older people and people with a physical disability across Lancashire.

Scope	
Four phases are identified as in scope - 1. Review, 2. Recommission, 3. Procure, 4. Business Transition	
In scope service user groups are older people and people with a physical disability.	
In scope are the review of, and any changes required to processes within personal social care, finance and any other business areas as required. Senior managers from all business areas are involved to ensure completion.	
Any contracts for services with domiciliary care as a main component will be tendered via the new framework e.g. crisis support, domiciliary night services etc.	
Support required on an individual basis will be part of the framework call-off activity. There will be provision of an additional lot within the framework for the building based sheltered housing and an enhanced specification.	

Expected Outcomes	
A new domiciliary care provider scheme with a significantly reduced number of providers (there are currently 129).	

What Will Be Different?	
A greatly reduced list of domiciliary care providers who LCC will commission with.	
A system with a set number of providers working in predefined zones across the county	
Potentially flexible pricing between providers and zones.	
New quality standards and a new, more focussed monitoring system - this will include the ability to more effectively remove poorly performing providers from the framework.	

What Savings can be achieved?	
There is potential for savings to be delivered in a number of ways, including changes to the rates paid for services as a result of greater economies of scale, potential reduction in travel time due to better market management through zoning and work allocation and reduced transactional costs as there will be fewer suppliers.	

Invest to Save: Downsize reserve	
Access required to downsize reserve?	
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	Yes
If 'Yes' has the Equality Impact Assessment documentation been completed and available	No

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
				2.000			2.000

		---	---	2.000	---	---	2.000

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ACS	RSH	403	1

Project	Recommissioning Telecare
Sponsor	Steve Gross
Objective	To establish new Telecare infrastructure in Lancashire and deliver it as a major component of the offer to service users.

Scope	
<p>Recommissioning and procurement of the infrastructure for Telecare in Lancashire including:</p> <ul style="list-style-type: none"> Alert monitoring Equipment - purchase, supply and installation Assessment Home response <p>The service will benefit a number of user groups numbering in the thousands including:</p> <ul style="list-style-type: none"> People with learning disabilities. People coming out of reablement. People with dementia. People who are at risk of falling. Older people perceived as at risk because of age (e.g. 85+), household status (e.g. living alone), long terms conditions, or whose service needs may intensify. 	

Expected Outcomes	
<ul style="list-style-type: none"> Reduced admissions into residential / nursing care. Lower cost home care packages. Reduced presentations at Accident & Emergency and admissions into hospital. Improvements in independence for individuals. Reduced stress for carers. 	

What Will Be Different?	
<p>The current Telecare infrastructure is sub optimal, very costly and needs to be reshaped. Improvements in the way the system operates will make for a more cost effective service. It will work better and therefore be a more credible offer for frontline workers, support brokers and for people with individual budgets. Training and marketing will aim to change the culture of expectations surrounding telecare so that it becomes a cost effective substitute for other more costly or intensive services</p>	

What Savings can be achieved?	
<p>The new service could contribute a minimum of £2m in annual savings for social care budgets whilst some suggest larger savings are possible and so £4m is proposed as the most optimistic and achievable scenario for LCC</p>	

Invest to Save: Downsize reserve		
Access required to downsize reserve?	No	
Amount of funding required?		
What is the funding required for?		

Public Sector Equality Duty	
<p>Is there any potential negative impact on any person with a protected characteristic?</p> <p>Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e</p>	Yes
<p>If 'Yes' has the Equality Impact Assessment documentation been completed and available</p>	No

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
				0.500	1.000	2.500	4.000

		---	---	0.500	1.000	2.500	4.000

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ACS	RSH	404	1

Project	Learning Disability Remodelling Supported Living
Sponsor	Terry Mears
Objective	<p>The activity includes a collaborative approach, with personal social care, providers, citizens and family members and has achieved a financial saving of £2.3 million to date and will achieve a £6million saving by March 2014.</p> <p>The activity to date has resulted in a cash saving whilst maintaining the same and in many cases improved life opportunities and outcomes.</p> <p>To date the activity has been restricted to a smaller number of providers, due to capacity and there has been some risk of duplication with our statutory review activity.</p> <p>There is therefore a need to accelerate the remodelling work and widen the impact on the County council's statutory duty to review services. The proposed impact of the activity will be;</p> <ul style="list-style-type: none"> • A further £12 million saving, by March 2017 • Maintain the commitment to Personalisation and self directed supports • Achieve our statutory duty for review activity, achieving at least 95% review activity threshold. • Develop a new and safe provider review model, that will reduce the demand on Social work capacity. <p>This proposal requires £1.9m invest to save in order to save the proposed £12m.</p>

Scope	
<p>Lancashire County Council currently supports approximately 1800 people within a range of 24 hour Domiciliary Support Services, with each person having a tenancy agreement with a housing provider and support. The schemes are referred to as 'Supported Living'. The total cost of supported living is in the region of £69million.</p> <p>Work commenced in 2011 to remodel the supported living schemes in light of Personalisation and self directed supports and to achieve a cash saving of £6million by April 2014. A small team was established to undertake the work.</p> <p>Activity to date has focussed on several work streams, including:</p> <ul style="list-style-type: none"> • Maximising opportunities to utilise assistive technology (Telecare) which can reduce the need for night time and 1:1 support within a supported living model whilst increasing individual's independence. • Applying a Review of current household hours by using a review of background hours and specific 1:1 hours within a household, with a focus on current vacancies and applying the Guidance on dealing with Change in Shared Supported Living – Shared Support Supplement. • Applying a 'Just Enough Support Model' to deliver Person Centred Supports at or below the level of the Learning Disability Resource Allocation System (RAS) • Working with providers to apply the Shared Hours Template (now titled Tenancy Hours Calculator (THC) within their organisation • Remodelling Work - Developing and utilising existing housing options & development of new initiatives. <p>The approach taken has included working with providers and the Voluntary and Community Faith Sector (VCFS) to develop community capacity and alternatives to paid support that will support existing providers to deliver the changes collaboratively.</p> <p>The activity includes a collaborative approach, with Personal Social Care, providers. Citizens and family members and has achieved a financial saving of £2.3 million to date and will achieve a £6million saving by March 2014.</p> <p>The activity to date has resulted in a cash saving whilst maintaining the same and in many cases improved life opportunities and outcomes.</p> <p>To date the activity has been restricted to a smaller number of providers, due to capacity and there has been some risk of duplication with our statutory review activity.</p>	

There is therefore a need to accelerate the remodelling work and widen the impact on the County council's statutory duty to review services. The proposed impact of the activity will be;

- A further £12 million saving, by March 2017
- Maintain the commitment to Personalisation and self directed supports
- Achieve our statutory duty for review activity, achieving at least 95% review activity threshold.
- Develop a new and safe provider review model, that will reduce the demand on Social work capacity

There are some key interdependencies that are vital to the success of delivering the intended impact and outcomes. These are:

- A revised Learning Disability Preferred Provider Scheme, offering increased capacity for providers to support and take the lead on specific work streams and achieve savings. In place by September 2014.
- Developing and utilising existing generic housing options including over 55yrs extra care, new extra care and opportunities within existing housing developments and housing provider initiatives
- Working with providers and housing providers to effect the changes; and
- Working with district housing partners to effect strategic housing options for the long term.
- Linking the work to asset based community development and effective support planning that harnesses informal support alongside paid support.

The remodelling work will also link with the Winterbourne View Concordat Action Plan, to ensure there is a consistent approach to commissioning housing and support right across a spectrum of needs and ensuring a consistent approach across the County.

The project will cover all existing Learning Disability Supported living schemes, fully funded by LCC Adult and Community Services, for Adults 18 years and over and those with a part health contribution. It will not at this stage cover other citizen user groups such as Mental Health , Older People, PDSI or substance misuse.

Expected Outcomes

- All Learning Disability (LD) supported Living Schemes will have a new base line of support identified, including revised personal budgets for tenants and agreed core shared support elements.
- All tenants will have a revised RAS, Personal Budget and support plan
- All tenants will have agreements in place on how future vacancies will be supported, with Housing management agreements reflecting those arrangements.
- All Tenants within LD supported Living will have had a scheduled review, supporting a 95% scheduled review rate.
- A new safe provider review toolkit and review model will be implemented with 50% of providers undertaking scheduled review activity.
- There will be a £12 million pound cash saving by March 2017

What Will Be Different?

Review of current household hours by review of background hours and specific 1.1 hours.
 Maximising use of assistive technology reducing the need for night time support and 1.1 support.
 Applying a just enough support model to deliver person centred supports.
 Working with providers to apply a tenancy hours calculator within their organisation.
 Remodelling work developing and utilising existing housing options and development of new initiatives.

What Savings can be achieved?

Savings of £12 million through specific work streams, with a £1.9m invest to save investment;

- Maximising opportunities to utilise assistive technology (Telecare) which can reduce the need for night time and 1:1 support within a supported living model whilst increasing individual's independence.
- Applying a Review of current household hours by using a review of background hours and specific 1:1 hours within a household, with a focus on current vacancies and applying the Guidance on dealing with Change in Shared Supported Living – Shared Support Supplement.
- Applying a 'Just Enough Support Model' to deliver Person Centred Supports at or below the LD RAS.
- Working with providers to apply the Tenancy Hours Calculator (THC) within their organisation.
- Remodelling Work - Developing and utilising existing housing options & development of new initiatives.

Invest to Save: Downsize reserve

Access required to downsize reserve?	Yes	
Amount of funding required?	1.900	
What is the funding required for?	To extend remodelling team to carry out required activity	

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	No
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			4.000	4.000	4.000		12.000

		---	4.000	4.000	4.000	---	12.000

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number
ACS	RSH	405

Live/Active
1

Project	Recommissioning of Mental Health Services
Sponsor	Steve Gross
Objective	<ul style="list-style-type: none"> • Establish a new Contract Framework for Mental Health Home Support securing better value for money. • Establish a new recovery and rehabilitation focussed contract framework for nursing / residential care. • Develop implementation plans for improvement and expansion of rehabilitation services. • Restrain and ultimately reduce expenditure from existing budgets. • Increase numbers of people supported via supported accommodation and home care services and using Personal Budgets. • Reduce the numbers of long term nursing / residential home admissions and concurrent placements. • Improve outcomes for people with mental health problems in the system including the components which are commissioned and funded by LCC. • Establish effective arrangements for joint funding of complex cases / Continuing Health Care with Commissioning Support Unit. <p>Targets will need to be set for these areas for delivery over next 4 years.</p>

Scope
<p>We are currently spending too much money at the wrong end of the spectrum of services with insufficient cost control.</p> <p>Current position for Home Support: The current cost of Mental Health Home Support is c£76k per week which is an annual spend in the region of £3.95m. There are 76 providers across Lancashire providing approximately 6,500 hours of support per week. Hourly rates for support vary from £11.00 to £22.89 and there are 18 different rates currently being used. There are 394 people being supported:</p> <ul style="list-style-type: none"> • 213 packages - £11 - £12.50 (vast majority at £11.96) • 123 packages - £13 - £15 (vast majority £13.15) • 15 packages - £15 - £22.89 • 44 packages had no hourly rate recorded <p>Caveats:</p> <ul style="list-style-type: none"> • provider brokered packages do not state weekly hours delivered. • some packages contain sleep-ins. • these figures exclude direct payments and include provider brokered and LCC commissioned support. • provider numbers include different branches of the same provider as a single provider. <p>Action: Establish a new framework contract for mental health home support securing better value for money.</p> <p>Impact is Potential to reduce and rationalise costs per hour for support</p> <ul style="list-style-type: none"> • A reduction of 3%* would reduce the annual cost of home support by £118K per year • A reduction of 5%* would reduce the annual cost of home support by £197K per year <p>*assumes no transfer of business to direct payments</p> <p>Current position for Residential/Nursing Home Placements The current cost of Residential and Nursing Home placements across Lancashire is an annual spend in excess of £15.59m. This cost figure is inclusive of £0.5m of Registered Nursing Care Contribution (RNCC) funding that is paid directly to the providers, but still forms part of the total support package cost.</p> <p>There are 398 current placements, 304 residential and 94 nursing. Lancashire County Council funds placements ranging from c£295 per week to c£3610 per week.</p> <p>There are 264 placements that cost LCC £525 per week or less, 60 placements in excess of £1,200 per week and 74 placements costing between £525 and £1,200 per week.</p> <p>Lancashire County Council's position against comparator authorities (44.3% of Mental Health spend on residential and nursing home placements) includes costs for those people aged 65 and over – without this data the position is 42.1%. To reduce this to in the region of 35% would mean reducing residential spend to in the region of £11m and increasing Home Support to £7.5m.</p>

Action:
Establish a new recovery and rehabilitation focussed framework contract for nursing / residential care.

Impact:
A 5% reduction in all fee rates for residential and nursing placements would reduce the cost to LCC by c£780k per year. A 5% reduction on placements up to £1,200 and a £10% reduction on placements over £1,200 would reduce the residential and nursing spend by £1.04m per year.

Self Directed Support (SDS)
The analysis for East Lancashire shows that of the 37* people whose support was transferred to SDS there is a recurrent FYE** saving of c£171k of which c£82k is supporting people funding.
*Further packages of support have been transferred to SDS
**This is based on 2011/12 data

Expected Outcomes

Establish list of providers, prices and specification for services who we will contract with.
A plan to resettle number of existing residents into ordinary housing with personal budgets because Lancashire has well above benchmark numbers of people in long term placements.
Joint Funding Panel with NHS Structure and process are defined and documented and operating to control unnecessary expenditure, and ensure commissioning bodies are securing value for money.
Rehabilitation and Supported Accommodation system – phase 2 development, elements and principles are already somewhat defined – need to complete and expand capacity.

What Will Be Different?

The "whole system" of Mental Health services in Lancashire and some of its key components will start working more effectively to deliver cost effective and affordable outcomes for many of the target individuals who use the services. LCC Mental Health spend will become far more balanced with less spent on nursing / residential care bringing it more into line with the nationally benchmarked averages.

What Savings can be achieved?

The savings will be mainly attained through the reduction in placements leading to a reduction in spend

Invest to Save: Downsize reserve

Access required to downsize reserve?	No
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	Yes
If 'Yes' has the Equality Impact Assessment documentation been completed and available	No

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			0.060	0.970	0.160	0.160	1.350

		---	0.060	0.970	0.160	0.160	1.350

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ACS	RSH	407	1

Project	Integration of health and care services in Lancashire
Sponsor	Sakthi Karunanithi
Objective	<p>This project focuses primarily on the "Ageing Well" population; as such it is mainly aimed at vulnerable older people, aged 65 and above. Whilst the integrated wellness service elements are applied to all age groups, and asset-based approaches are not only aimed at reducing demand, the project draws on those elements of the various work streams that address the needs of this cohort.</p> <p>There are four main objectives:</p> <ol style="list-style-type: none"> 1. Reduce demand and the need for health and care services 2. Reduce demand by developing resilience and capacity of Individuals and local communities to proactively self care 3. Support people with long term conditions to live safe and well by reducing the impact of ill health 4. Improve access to and effectiveness of intermediate care services to maximise independence and reduce demand for on-going services

Scope	
1.	Joined up intermediate care services with improved access and care management to prevent admissions/readmissions, support safe discharge, and prevent/ prevent admission to long term care e.g. through a clear falls prevention strategy.
2.	Establish Neighbourhood care teams offering direct access and focussed support for people with long-term conditions (LTC's) living in the community. Working closely with GPs to identify risk.
3.	Establish and expand Connect 4 Life who connect, sustain and link people to have a good life in their local community, accessing a range of universal and asset-based resources.
4.	Establish a robust and effective programme of Health Checks, risk stratification and integrated health and wellbeing services to ensure early identification of needs and preventative interventions.
<p>This programme should be seen as part of the wider integration agenda between LCC and the NHS. The scope includes Integrated wellness service, particularly NHS health checks, home improvement, lifestyle and falls prevention service. This also includes many community based services commissioned by the NHS which might be covered by other directorate level savings – clear exclusions to be drawn after we are able to see all project briefs. The review of Help Direct will also form part of this brief in view of the opportunities connected with the review of Health and Wellbeing services. The review of the Transitional Care Pathway for Older People with Mental Health needs, particularly Dementia and their Carers in Lancashire North, and Designing Urgent Care Services across Greater Preston and Chorley and South Ribble CCG are outside the scope of this project, but there will need to be clear links.</p>	

Expected Outcomes	
<p>Those in crisis / with acute exacerbation of needs</p> <ul style="list-style-type: none"> • Reduced demand to NHS and LCC services • Integrated working practice for health and social care teams through co-location, pulling in existing resources from current disparate functions across health and social care. • Single assessment process with common documentation, to ensure systems that deliver timely discharge planning processes and effective allocation response • A reduction in residential and nursing care home admissions and high cost support packages • An increase in 'step-up' access to intermediate care • A reduction in delayed discharges and 'lost bed days' • A reduction in avoidable hospital admissions 	
<p>Those at risk of crisis / acute exacerbation</p> <ul style="list-style-type: none"> • Holistic, person centred care plans that promote self care and maximise the utilisation of community assets • Individual with multiple risk factors will be more easily supported. • Reduced demand to NHS and LCC services 	

- Integrated working practice for health and social care teams through co-location, pulling in existing resources from current disparate functions across health and social care.
 - A reduction in residential and nursing care home admissions and high cost support packages
 - An increase in 'step-up' access to intermediate care
 - A reduction in delayed admissions and 'lost bed days'
 - A reduction in avoidable hospital admissions
- Those with low level needs
- Early diagnosis and interventions with improved access and uptake to prevention and wellbeing services
 - Reduction in long term conditions e.g. diabetes
 - Individual with multiple risk factors will be more easily supported.
 - Better outcomes for patients/customers with an increased sense of community resilience.
- General population
- Holistic, person centred care plans that promote self care and maximise the utilisation of community assets leading to reduced long term conditions e.g. diabetes.
 - Early diagnosis and interventions with improved access and uptake to prevention and wellbeing services.
 - Increased sense of community resilience and a reduction in inequalities.

What Will Be Different?
See expected outcomes

What Savings can be achieved?
Joined up intermediate care services = £600,000
Establish Neighbourhood Care Teams / Establish and expand Connect 4 Life = £8m less £750,000 (3x£250k CL estimate, non-current, Central Lancashire savings being applied across North and East Lancashire, most of the people will need reablement.
Establish a robust and effective programme of health checks, risk stratification and integrated health and wellbeing service = £2.4m

Invest to Save: Downsize reserve	
Access required to downsize reserve?	Yes
Amount of funding required?	0.750
What is the funding required for?	CL estimate (non-recurrent) Central Lancashire savings being applied across North and East Lancashire Most of the people will need reablement

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	Yes
If 'Yes' has the Equality Impact Assessment documentation been completed and available	No

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			1.000	1.900	3.800	4.300	11.000

		---	1.000	1.900	3.800	4.300	11.000

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number
CYP	RSH	409

Live/Active
1

Project	Review of skills provision - using it differently and contributing to overheads
Sponsor	Bob Stott
Objective	To review the operations and methods of service delivery for Adult Learning Service (LALS) in Lancashire.

Scope

This activity will be carried out alongside the Review of Adult, Community, Young People, Learning and Skills Development being undertaken by the Assistant Chief Executive. It will focus on the services delivered by Lancashire Adult Learning Service (LALS) but will be necessarily influenced by the wider review.

This project is subject to cross working between Children and Young People (CYP) and Adult Services, Health and Wellbeing (ASHW).

Expected Outcomes

A review of all traded and grant funded services provided by LALS, in relation to full cost recovery.
 A complete review of Adult Education delivery models across the county council alongside other reviews.
 A review of property disposals within the overall Review of Adult, Community, Young People, Learning and Skills Development being undertaken by the Assistant Chief Executive.

What Will Be Different?

All traded and grant funded services operated by LALS will cover their full costs including service overheads.
 There will be a revised staffing model to reflect new delivery models and any changes required by the wider review.

What Savings can be achieved?

The aim of this project is to achieve savings of £2M by March 2018 at the latest point. At this point these are target but this will be finalised and more clearly defined in terms of achievable savings following stage 1 of the project.

Invest to Save: Downsize reserve

Access required to downsize reserve?	
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
CYP			0.500	0.500	1.000		2.000

		---	0.500	0.500	1.000	---	2.000

DIRECTORATE POLICY OPTIONS

**ADULT SERVICES, HEALTH & WELLBEING
DIRECTORATE**

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ACS	DPO	601	1

Project	Supporting People
Sponsor	Steve Gross
Objective	To achieve £4m savings in Supporting People funded services (supported housing/housing related support)

Scope	
<p>The Supporting People budget funds supported housing/housing related support services for most vulnerable client groups across Lancashire. Around 20,000 people receive a service on an annual basis. In order to achieve the savings, spend in all of the following areas will be reviewed: older people's sheltered housing - staff support; community alarm services in sheltered housing and out of hours response; floating support services and family intervention projects; home improvement agencies (HIA's); long term supported accommodation for people with mental health problems; short term supported accommodation for all client groups (including young people, people at risk of domestic violence, offenders, people who are homeless, people with substance misuse issues). The project will be led by ACS and will be managed through the Supporting People Partnership which also includes CYP and Community Safety.</p>	

Expected Outcomes	
<p>Until we have reviewed all the areas identified above, it is difficult to be specific. The reconfiguration of services will focus on removing any duplication in funding; potential efficiencies will be identified and opportunities for operating in a more joined up way explored.</p>	

What Will Be Different?	
<p>A reduction in the capacity of the floating support service; major or minor reconfiguration in older people's services; more consistent number of hours of support commissioned in supported accommodation and a rationalisation of supported accommodation services across localities. Some areas of work will be joined up with other LCC activity.</p>	

What Savings can be achieved?	
<p>Older people - around £4.5 million is currently committed to older people's sheltered housing and community alarm services across the County. A range of possible options are currently being explored; however confusion around the exempt accommodation element of the welfare reforms means that there is a lack of clarity around the future financial landscape. Whilst it is impossible to give an accurate savings figure at this stage, it is possible that savings in sheltered housing/community alarms could be up to £2 million. This could be delivered through changes to hourly rates, reduced number of hours of support or changes to charging/eligibility for financial assistance. Mitigation would be through re-configuring of services by providers and utilisation of asset based approaches/volunteering. Floating support services - a review is being undertaken to consider potential overlaps with Help Direct and Public Health commissioned services. It is envisaged that up to £1.5million savings (out of a £3.5m spend) may be required through a reduction in the number of hours commissioned/people supported. The outstanding savings will need to be generated through reviewing short term supported accommodation, supported accommodation for people with mental health problems and HIAs. This will be achieved through reviewing number of hours being commissioned and exploring opportunities to rationalise some services across areas.</p>	

Invest to Save: Downsize reserve		
Access required to downsize reserve?	No	
Amount of funding required?		
What is the funding required for?		

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	Yes
If 'Yes' has the Equality Impact Assessment documentation been completed and available	No

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			1.000	3.000			4.000

		---	1.000	3.000	---	---	4.000

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ACS	DPO	602	1

Project	Fairer Charging
Sponsor	Steve Gross
Objective	1. To deliver additional income from revising the non-residential care charging policy so that up to 5,000 service users will contribute more towards the cost of the non-residential care that they receive in line with their ability to pay which is determined by way of a financial assessment undertaken by the County Benefits Service. This includes introducing a charge for service users in receipt of respite care to support their carers. 2. Introduce a charge of £10 for the administration of blue badges.

Scope
The main proposal is to make changes to the Council's current charging policy for social care services received by adults living at home, in line with what is permissible under 'fairer charging guidance'. Unlike most other local authorities Lancashire does not currently make a charge for the issuing of blue badges and it is also proposed that this is addressed as part of the consultation process that will be required to cover the proposed increase to social care charges.

Expected Outcomes
The current charging policy was introduced in July 2011 in line with the current budget cycle as a contribution to the savings required. This increased charges on the basis of full cost recovery of the services provided, abolishing the maximum charge of £60 per week for assessed users and increasing the maximum charge for maximum cost payers and for those people assessed as being unable to meet the full cost of their care increasing the proportion of their net disposable income (NDI) that they are asked to contribute from 60% to 85%. The new proposal involves increasing NDI to 100%, introducing an annual uplift on non-residential charges reflecting the annual percentage increase in pensions and other benefits without the need for a new financial assessment and removing the current £655 maximum weekly charge for full cost payers, along with introducing new charges for respite care and blue badges.

What Will Be Different?
The most significant element of the proposal in financial value terms represents a revision of the current non-residential care charging policy, and is predicated on a proportion of service users contributing more towards the cost of their care and therefore reducing the net cost of non-residential care provision. The proposals should have no direct impact on services themselves, however implementation of the current policy did result in a number of service users choosing to cancel services leading to the possibility of increased personal risk, along with an increase in the scale of service users defaulting on their charges.

What Savings can be achieved?
The estimated savings are c£2m from revisions to the current policy, c£0.5m from introducing charging for respite care and £0.25 from introducing a charge for blue badges.

Invest to Save: Downsize reserve	
Access required to downsize reserve?	No
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	Yes
If 'Yes' has the Equality Impact Assessment documentation been completed and available	No

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			1.250	1.500			2.750

		---	1.250	1.500	---	---	2.750

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ACS	DPO	604	1

Project	Review and re-design of residential substance misuse services
Sponsor	Mike Leaf
Objective	To re-design residential substance misuse services to create more efficient pathways for service users and to make financial savings across the three budgets which currently fund these services within the Adult Service, Health and Well-being Directorate

Scope

Within the Adult Services, Health and Wellbeing Directorate there are three separate commissioning arrangements for in-patient and residential services for adults with substance misuse problems. The total budget for this provision is around £4m. There is an opportunity to review the existing arrangements and undertake a re-design of the Tier 4 (i.e. residential) pathway to improve the continuity of treatment for service users by streamlining the assessment processes and commissioning more integrated packages of care. The re-design of the operational delivery will create the opportunity to reduce some of the infrastructure costs around these services and will allow for economies of scale for the commissioners to drive improved tariffs. The review will involve service commissioners as outlined above as well as providers of community substance misuse services and residential providers.

Expected Outcomes

The expected outcomes will be: financial savings in the region of £0.5m over three years: improved care pathways for people with substance misuse problems; improved outcomes for people sustaining long term recovery from addiction

What Will Be Different?

The commissioning arrangements will change as will the efficiency of service delivery

What Savings can be achieved?

In year 1 £100k, year 2 £150k, year 3 £250k, Total £500k

Invest to Save: Downsize reserve

Access required to downsize reserve?	No
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	No
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
		0.100	0.150	0.250			0.500

		0.100	0.150	0.250	---	---	0.500

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ACS	DPO	607	1

Project	Arts Development Service
Sponsor	Ian Watson
Objective	Reduction in the Arts Development Service budget

Scope

The directorate has undertaken a detailed review of all the services currently delivered or commissioned. This has included identifying those services, which include Arts Development, that are non-statutory and for which there is therefore discretion as to whether they should continue given the scale of the current financial challenge. The proposal is to initially reduce the level of grant funding available to Arts Organisations by £20k in 2014/15, with the intention of further significant reduction in the level of funding over the following three years.

Expected Outcomes

The initial £20k saving represents a c4% reduction in the level of grant funding available in 2014/15 and will be managed through the Arts grants allocation process. The Arts Development Team will work with arts organisations to help them to identify alternative sources of funding or to develop strategies to manage future reductions in LCC funding.

What Will Be Different?

LCC support for arts organisations within Lancashire will reduce significantly over the coming years.

What Savings can be achieved?

Initial savings of £20k in 2014/15 through reductions to the level of grant funding available to arts organisations in Lancashire, with further savings in subsequent years to be achieved through plans yet to be developed.

Invest to Save: Downsize reserve

Access required to downsize reserve?	No
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	Yes
If 'Yes' has the Equality Impact Assessment documentation been completed and available	No

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			0.020				0.020
		---	0.020				0.020

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number
ACS	DPO	609

Live/Active
1

Project	Leisure Link (providing additional respite to Unpaid Carers)
Sponsor	Mary Lawrenson
Objective	To cease delivering the Leisure Link Service

Scope

To cease delivering staff supported leisure sessions to adults with learning disabilities and physical disabilities. It is proposed that the service will cease acceptance of new referrals and current arrangements will naturally cease at the end of each individual agreement.

Expected Outcomes

Leisure Link sessions will no longer be offered to people who are FACS eligible or for those who are non FACS eligible. All current support will cease by an agreed date.

What Will Be Different?

The type and variety of respite/short break options for people who are not FACS eligible and live with unpaid carers will reduce.

What Savings can be achieved?

If the Leisure Link Service is ceased then £275,000 can be saved. There are currently 61 people who are not FACS eligible receiving support from the Leisure Link Service and 73 people who are FACS eligible (who are currently being phased out). The total number of families currently supported is 134 & the sessions delivered to all people in July 2013 was 452 (i.e. 1,299 hours of support). The Leisure Link Service receives approx 14 new referrals per month.

Invest to Save: Downsize reserve

Access required to downsize reserve?	No
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	Yes
If 'Yes' has the Equality Impact Assessment documentation been completed and available	No

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Leisure Link CSWs,			0.275				0.275

		---	0.275	---	---	---	0.275

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ACS	DPO	610	1

Project	Remodelling workforce in former NHS operated learning disability (LD) supported living schemes
Sponsor	Steve Gross
Objective	A more affordable and flexible workforce delivering services on behalf of four providers.

Scope
Four providers are involved delivering services to adults with Learning Disabilities who have inherited staff from NHS whose terms and conditions are not competitive with labour market rates.

Expected Outcomes
More flexible workforce enabling response to personalisation. Lower unit costs.

What Will Be Different?
Terms and conditions of staff affected.

What Savings can be achieved?
Financial modelling suggests approx £4.3m.

Invest to Save: Downsize reserve	
Access required to downsize reserve?	No
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	Yes
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Provider 1	underway		3.200				3.200
Provider 2	underway		0.080	0.100			0.180
Provider 3	negotiation		0.150				0.150
Provider 4	approval & negotiations			0.400	0.400		0.800
		---	3.430	0.500	0.400	---	4.330

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number
ACS	DPO	611

Live/Active
1

Project	Older People day Time Support
Sponsor	Terry Mears
Objective	To remodel, re-commission and re-shape a range of traditional older people day centres and services, within the context of self directed support and personal budgets. Working with providers to shift activity from block contract arrangements to spot purchase from personal budget holders. To shift activity from traditional day centres to more natural community locations and in turn maximise local assets and universal services and reduce impact on personal budget thresholds.

Scope
All existing older peoples day services across the County, including those run by Lancashire County Commercial Group (LCCG), independent and Voluntary and Community Faith Sector (VCFS) sector.

Expected Outcomes
Improved life opportunities and reduce impact of long term conditions and ageing which will in turn reduce demand and delay demand on long term support needs.

What Will Be Different?
There will be fewer building based services, more community assets utilised, a small number of block contract arrangements for enhanced dementia day care

What Savings can be achieved?
There will be savings of £1 million over the three year period through specific procurement and remodelling activity, identified in the three locality plans, to reflect local need.

Invest to Save: Downsize reserve	
Access required to downsize reserve?	No
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	No
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			0.300	0.300	0.400		1.000

		---	0.300	0.300	0.400	---	1.000

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number
ACS	DPO	612

Live/Active
1

Project	Self Directed Supports
Sponsor	Terry Mears Barbara Lewis
Objective	Implement new customer journey for self directed supports. The key elements have been co-produced through a series of workshops and focus on advice and information, reablement, assessment and resource allocation, support planning, sign off, direct payments, provider review and time to think. The pathway will streamline and remove unnecessary assessment, paperwork and hand offs. The new process will be more efficient for the County council and be easier and more accessible for citizens to navigate. The new pathway will also have an intended impact of reducing and delaying long term support needs directly and indirectly, linking to other key savings initiatives.

Scope

All adult citizens who are fair access to care (FACS) eligible and access non residential and nursing support.

Expected Outcomes

Improved life opportunities and reduce impact of long term conditions and ageing which will in turn reduce demand and delay demand on long term support needs. Efficient and simple self directed supports process, increased uptake of direct payments

What Will Be Different?

Non residential / nursing care (FACS eligible) will be delivered through personal budgets, with the option to take a personal budget as a direct payment safe and simple.

What Savings can be achieved?

There will be savings of £0.5 million over the three year period, through delaying and reducing impact on long term support needs, through early and effective advice, information, reablement and support planning.

Invest to Save: Downsize reserve

Access required to downsize reserve?

No

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic?

Further information is available at this link:

<http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e>

No

If 'Yes' has the Equality Impact Assessment documentation been completed and available

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			0.100	0.150	0.150	0.150	0.550

		---	0.100	0.150	0.150	0.150	0.550

CHILDREN & YOUNG PEOPLE'S DIRECTORATE

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
CYP	DPO	702	1

Project	Youth Services
Sponsor	Bob Stott
Objective	To review the management, support and operational arrangements of the Service in the light of the forthcoming budgetary pressures.

Scope	
<p>The review will focus on all aspects of the Service including:</p> <ul style="list-style-type: none"> • Senior and Operational Management arrangements; • Young People's Service (YPS) policy development and fieldwork support; • Service delivery with young people and families; • Premises utilisation; • Fleet arrangements; • Operational support from central teams; • Support to and collaborative working with outside agencies. 	

Expected Outcomes	
<p>Alternative Service management, support and delivery arrangements. Identification of budget headings for savings.</p>	

What Will Be Different?	
<p>Restructured service delivery, both locations and number of days/evenings. Revised staffing structure and establishment, both posts and Full Time Equivalents. Changed arrangements with outside agencies and partners.</p>	

What Savings can be achieved?	
<p>The project aims to achieve £3m savings, by April 2017 at the latest. Whilst the total savings figure has been agreed, it is difficult at this stage to predict the balance to be achieved in years 2 and 3. An estimate however is provided in the following table; these figures will be confirmed in the autumn.</p>	

Invest to Save: Downsize reserve	
Access required to downsize reserve?	
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
CYP	Gross project saving		0.600	1.000	1.400		3.000

		---	0.600	1.000	1.400	---	3.000

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
CYP	DPO	703	1

Project	Discretionary Mainstream Home to School Transport (including unsuitable routes)
Sponsor	Mike Hart
Objective	Review and develop options for the reshaping of the Council's Discretionary Home to School Transport Policies.

Scope

All aspects of mainstream home to school transport where the Council exercises discretion beyond the statutory requirements. The areas of discretion are:

- Discretionary Denominational Transport
- Discretionary Assistance for pupils in Years 6, 10 & 11
- Discretionary Assistance based on Admissions Geographical Priority Areas (GPAs) and shared parish arrangements
- Temporary Discretions for Special Cases e.g. Medical Needs, Rehousing
- Fair Access
- Managed Moves

Other areas of scope within mainstream home to school transport policy

- Charge for replacement / amended passes
- Increase fares for non statutory passengers
- Provide minimum capacities on subsidised services
- Review mode of transport provision for all entitled pupils (e.g. use of collector taxi's)
- Review of unsuitable routes

Specialist Transport for pupils with Special Educational Needs (SEN) is dealt with separately as part of the accessible transport review

Expected Outcomes

25% increase in contributory charge for denominational transport and an annual increase thereafter in line with RPI + 2% (90% of expenditure on discretionary transport is on denominational transport); removal of other areas of discretionary transport (other than in very limited areas that explicitly support broader Council objectives or Educational attainment for vulnerable pupils, such as low income families); increased fares for non statutory passengers; reviewing modes of transport provision for all entitled pupils; and charge increases for replacement/ amended passes. All effective from September 2014 except for discretionary assistance based on GPAs and shared parish arrangements which will be effective from September 2015.

Reviews of unsuitable routes and the provision of minimum capacities on subsidised services will be the subject of a further work with Environment Directorate, to be complete during the current financial year and effective from September 2014.

What Will Be Different?

A significant increase in fares pertaining to denominational transport; and increase in fares for non - statutory passengers and no transport assistance in other areas of discretion unless from low income family or special (restricted) discretion is applied.

Reduction in transport capacities will impact on non -statutory passengers and parents will need to find alternative means of transport in future. Individual schools could be impacted upon as a result of a reduction in capacities, as with removal of assistance associated with GPAs and shared parishes.

What Savings can be achieved?

Savings as a result of the measures being considered are as follows (built up each year):

- Year 1 (2014/15) – £616,377
- Year 2 (2015/16) – £1,098,070
- Year 3 (2016/17) – £1,139,326
- Year 4 (2017/18) – £1,159,326
- Year 5 (2018/19) – £1,179,326
- Year 6 (2019/20) - £1,199,326
- Year 7 (2020/21) - £1,207,660

Estimates of savings as a result of reducing capacities and a review of unsafe routes cannot be made until the detailed work is completed.

Invest to Save: Downsize reserve

Access required to downsize reserve?	No	
Amount of funding required?		
What is the funding required for?		

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			0.616	0.482	0.041	0.020	1.159

		---	0.616	0.482	0.041	0.020	1.159

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
CYP	DPO	704	1

Project	Parent participation and engagement for children and young people with Special Educational Needs and Disability (SEND) and their families
Sponsor	Sally Riley
Objective	<p>To disestablish the current Parent Partnership Service in Business Support Service and the five Parent Carer Liaison Officer (PCLO) posts and establish under Inclusion and Disability Support Service (IDSS) a 'Parent Representation and Engagement' team bringing Special Educational Needs (SEN) and disability together. The changes under the SEN Reforms will require all staff in the new team to:</p> <ul style="list-style-type: none"> • provide advice, support and guidance to parent/carers of children and young people with SEND in line with the requirements of the Children and Families Bill SEND reforms and the revised SEN Code of Practice (due to receive Royal Assent in early 2014); • navigate parents through the Education Health and Care plan. EHC plans cover from 0 - 25 years of age with responsibility for 19+ being with ACS. For CYP the new team must address both education and care elements; • assist with representation at Parent Carer Forums (currently 7, possible increase to 12); • link to the Lancashire Carer Forum in ACS; • update the Lancashire Local Offer, informing the relevant level of district provision and help to maintain the IT platform; and • support parent/carers with disagreement resolution meetings and where appropriate, SEND Tribunals

Scope

The Parent Partnership Service is currently located within the Business Support and Efficiency Service and formed part of a parent representation service which was originally established within Children's Integrated Services in Lancashire around 2005. The Parent Partnership Service's stated aim is;

"To inform, assist and enable parents or carers, of children with additional needs or disabilities, to obtain the best possible educational outcomes for their child. This can be achieved by assisting parents and carers in making links between home, school, early years settings and Lancashire County Council."

The Special Educational Needs (SEN) Code of Practice requires local authorities to provide arms-length support to parents/carers where their child has an identified special educational need but the range and type of support offered is determined by the local authority. There are a number of Parent Partnership Officers (PPOs) and Choice Advisers who play an important role in helping parents 'navigate' through the SEN Code of Practice which, can be both challenging and distressing for parents coming to terms with their child's special educational needs. PPOs have also established four parent groups who meet regularly and one of the PPOs has some responsibility for providing training which has been well regarded by those who have participated.

Since 2009/10, the Inclusion and Disability Support Service (IDSS) was established to provide a coherent, seamless approach to identifying and assessing CYP with Special Educational Needs (SEN) and disability which includes staff with a wide range of skills to specify needs, intervention strategies, outcome-based programmes/targets, monitoring and evaluating that needs are met, outcome-based commissioning of services to support the child, their parent/carers and family. Staff within the Service work closely with parent/carers once needs are identified requiring special education provision. Similarly, IDSS provides support to parents where their child is eligible for children with disabilities social care support and to this end, the Service established (as required within the Children Act and Children and Families Bill) the Lancashire Parent/Carer Forum (LPCF) and its seven area/locality fora. This has proved highly successful with over 3,000 parent/carers registered with the Family Information Network Directory (FIND) and a very high level of representation at local fora and the county LPCF. The parent/carers fora are supported by 5 Parent Carer Liaison Officers who arrange and support meetings, provide training, act as information sources or signposters to service provision and organise events as part of the Lancashire Break Time provision. LPCF is the medium through which the County Council senior officers and Elected Members have met with parent/carers to discuss policy developments, agree funding support through parents leading commissioning for the short break programme and as the main vehicle for parent/carers consultation relating to SEN and disability matters.

Early support to parents should be carried out by IDSS staff across the service who have those links with parents already. However the lines have become blurred as to the role carried out by IDSS staff, PPOs and Parent Carer Liaison Officers (PCLO) has led to duplication of case management. Additionally, the current role carried out by Choice Advisers has moved away from the intended function.

The new SEND Reforms have also signalled a significant change in the way that support and advice is given to parent/carers through the establishment of key working within the entire range of special educational needs but also social care and health support. Thus none of the current roles (PPOs, PCLOs nor Choice advisers), possess the full range of requisite skills to cover the new reforms and expectations. Thus it is proposed to dis-establish the current Parent Partnership Service roles and the Parent Carer Liaison Officer roles and their associated infrastructure and establish a single system of support and advice to parent carers on the full range of SEN and disability issues.

Expected Outcomes

- Consistent and coherent advice and support to parent/carers of children and young people with SEND within a single line management structure
- Remove duplication between two groups of staff covering similar functions
- Savings
- Compliance with the SEND reforms outlined in the Children and families Bill and revised (0-25 years) SEN Code of Practice

What Will Be Different?

- Consistent and coherent advice and support to parent/carers of children and young people with SEND within a single line management structure
- Remove duplication between two groups of staff covering similar functions
- Compliance with the SEND reforms outlined in the Children and families Bill and revised (0-25 years) SEN Code of Practice

What Savings can be achieved?

The Service is awaiting the details of SEND Reform legislative changes to review the impact on statutory requirements which is not due to receive Royal Assent until spring 2014. An estimate of £79k savings is anticipated at this stage.

Invest to Save: Downsize reserve

Access required to downsize reserve?	No	
Amount of funding required?		
What is the funding required for?		

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
	Gross Project Savings		0.078				0.078
	Staff						---
	Consultancy						---

		---	0.078	---	---	---	0.078

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
CYP	DPO	705	1

Project	Charging for post 16 Special Educational Needs and Disabilities (SEND) transport
Sponsor	Sally Riley
Objective	<p>To amend the current Transport Policy for Children and Young People with Special Educational Needs and Disabilities (SEND) to include the introduction of;</p> <ul style="list-style-type: none"> • a flat rate charge of £475 for Post 16 students for transport to school and college. • an annual charge increase of inflation plus 2%.

Scope

This policy option affects the CYP directorate which is currently responsible for transport arrangements for eligible SEND CYP up to the age of 19. Adult Services are responsible for post-19 SEND transport.

Financial support for post-16 transport is a discretionary policy area.

Requests for post-16 SEND transport assessments have increased three-fold since the policy was amended in 2008 in favour of free transport for all eligible SEND learners aged 16 to 24 attending further education which increased the home to school/college transport costs for children and young people with SEND for over 16's to c£2m per annum.

The current Transport Policy for Children and Young People with SEND provides free door to door transport for post 16 SEND students at an average cost of over £5,000 per student per year. During 2012/13, 515 post 16 SEND students received transport support.

Mainstream post-16 students in Lancashire attending school sixth forms and further education colleges do not receive any financial support from the Council to fund their transport costs.

Where a student is eligible to receive transport support to attend post-16 learning it is proposed to implement a flat rate charge of £475 per annum with an annual increase of inflation plus 2%.

The points to note within the charging policy are that;

- Where young people with SEND are from low income families, it is proposed that the charge would not apply. In addition, and to provide additional support to those working families on low incomes, it is proposed to extend the qualifying benefits, for this purpose, to those used to assess for free school meals together with maximum Working Tax Credit.
- Arrangements would be made for charges to be made as a one off annual payment at the time when transport is commissioned, or pay over monthly instalments by direct debit to help spread the cost over the year.
- On average, over 90% of the cost of transport support for Post 16 students with SEND would continue to be met by the Council.

To reduce the impact of these proposals on existing students the intention would be to phase in the charges over three years starting with new entrants in September 2014.

Expected Outcomes

A reduction in SEND transport costs.

What Will Be Different?

The County Council would provide home to school/college transport to eligible children and young people with SEND only and thereby all discretionary transport provision would cease.

What Savings can be achieved?

There are currently 515 students over the age of 16 in receipt of transport support. 15.1% of pre 16 pupils are eligible for free school meals as they meet the low income criteria. If it was assumed that the same percentage would apply to post 16 learners then the number of students who would be exempt from the charge would be 78.

If the proposed charges were introduced and phased in over three years, this would accrue estimated annual revenue of:

Academic Year	Total Students	No of potential Low income @15.1%	No.of students eligible for charge	Plus previous years students	Potential revenue
Year 1 2014/15	277	42	235		£109,625
Year 2 2015/16	258	39	219	235	£217,963*
Year 3 2016/17	255	38	217	454	£329,474*

*Based on all current 2013/14 students continuing into Further Education.

* These figures are based upon a theoretical model and therefore precise savings cannot be determined at this time

As a result of the handling of the charges there will be additional administration costs. As the number of students paying the charge increases incrementally, the cost of the administration will increase also. It is anticipated that £2000 per year should be added for additional administration costs. The costs of the administration has been deducted from the income listed above.

Invest to Save: Downsize reserve

Access required to downsize reserve?	No
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	Yes
If 'Yes' has the Equality Impact Assessment documentation been completed and available	Yes

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
	Gross Project Savings		0.088	0.096	0.096		0.280

		---	0.088	0.096	0.096	---	0.280

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
CYP	DPO	707	1

Project	Review of CYP traded services
Sponsor	Stan Johnson
Objective	To consider methods through which to increase trading with new customers and partners.

Scope

This option will identify opportunities for increased income through trading from 2014/15 and will incorporate a broader review of the approach to trading in the following service areas and to include other school facing traded services. The review will assess sufficiency, suitability and sustainability and the achievement of full cost recovery within each team.

The project will be closely linked to the development of a single traded services branding of Lancashire Learning Excellence (LLE). The project will be led by the Head of Development and Innovation and the Commercial Support Manager supported by the Heads of Service from the following teams:

- Governor Services
- Graduate Teacher Programme
- Lancashire Music Service
- Lancashire Professional Development Service
- PE, Sport and Outdoor Education Service

Expected Outcomes

Learning Excellence will expand markets and its provision to schools, Local Authorities, families and customers external to Lancashire schools to increase income and efficiencies to facilitate of full cost recovery on all trading within the service.

What Will Be Different?

Lancashire Learning Excellence already markets training courses to a significant number of Local Authorities and schools in Local Authorities outside of the Lancashire borders and will continue to do so. The difference will come from expanding existing and new services/markets as follows.

Continue to monitor and analyse creative charging models and practices to ensure the viability of work external to Lancashire to increase income generation.

Production of a brochure advertising the four Outdoor Education Centres in terms of the building and programme facilities they can offer to schools, youth groups and organisations, adults and families both in and outside of the Lancashire borders who are not using our services.

The School Development Service Programme will continue to seek opportunities to work with schools and clusters of schools outside of Lancashire.

Appropriate Body Services for Newly Qualified Teacher (NQT) Induction are from September 2013 provided on a marketed basis to all schools in Lancashire. The Service continues to be offered to all Academies, Independent Schools and Further Education Colleges, both in and outside of the county boundaries.

Governor Services will continue to market its services and respond to requests from schools outside of Lancashire and Academies in Lancashire to provide clerking services.

The Music Service will target those schools who do not use its services in order to offer music tuition to all pupils in Lancashire schools.

What Savings can be achieved?

This policy option is concerned with income generation.

Significant efficiencies have been made in recent years including:

- amendments to service software to allow electronic bookings and confirmations
- the introduction of software system to enable more efficient tracking of instruments, customers, billing and pupil progression
- differentiated Service Level Agreements in Governor Services dependent upon the production of electronic or paper based Governing Body meeting support.

which maximise the opportunities to generate income from a service.

However, there are related costs in continuing to streamline and make processes more efficient including ICT development work to service software and the Lancashire Learning Excellence website and marketing costs to increase the profile of all Services.

Music Service from undertaking the 10% challenge have identified charging for demonstrations £5.5k, instrumental rental scheme £4k, early years resource materials £6k, ensemble at music centres £7k, grant applications for grant funded projects £9k and for e learning platform £15k.

Governor Services from undertaking the 10% challenge have identified income generation by charging for work currently undertaken for advice to Headteachers /Chairs of Governors for Option 1 schools £7k, for complaint investigation on behalf of chairs of governors £5k and Children's Centre governance advice, guidance and clerking £5k.

Invest to Save: Downsize reserve

Access required to downsize reserve?	No	
Amount of funding required?		
What is the funding required for?		

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Music Service	Increased charges		0.046				0.046
Governor Services	Income Generation	0.003	0.014				0.017

		0.003	0.060	---	---	---	0.063

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
CYP	DPO	708	1

Project	Review of Lancashire Outdoor Education Provision
Sponsor	Mick Waplington (Delegated by Stan Johnson)
Objective	Lancashire Outdoor Education (LOE) to target both income generation and efficiency savings.

Scope

This option identifies opportunities for savings from 2014/15 through Lancashire Outdoor Education targeting both income generation and efficiency savings.

The core provision at the four Lancashire Outdoor Education centres is the delivery of programmes of Outdoor and Adventurous activities to the young people of Lancashire.

These outdoor learning packages are based on either a residential experience or Day visit and are accessed by young people via their school, Young People's service or other agency such as those in partnership with Lancashire Break Time.

The service also provides conferencing facilities, self-catering accommodation, camp sites, and individual and team/skill development courses.

The addition of the new building at Tower Wood to be operational by April 2014 will allow expansion and growth of core provision. The flexible accommodation will allow a diverse range of user groups to access the centre facilities – specifically children with disabilities and their families, larger young people's groups, separate schools at the same time whilst retaining the original house and its facilities.

A review of staffing requirements will be undertaken to ensure that the service meets business requirements whilst making savings on the current establishment.

Self Catering Provision coupled with the refurbishment of each sites Bungalows/ lodges will provide additional facilities to extend services to provide greater opportunities to increase income and an alternative income stream.

Instructor Training Scheme to be established to run over the winter months to provide training to aspirant instructors.

Review the remitted fees scheme to better target the available funding at eligible pupils recognising the additional income streams available to schools through the pupil premium.

Review course fees across the four centres and ensure comparability with local competitors.

New courses offered over winter 2012/13 to match provision offered by local competitors as identified on the visit approval system employed by Lancashire County Council (LCC).

Summer schools and Year 6/Year 7 transition courses utilising targeted pupil premium funds.

Increase marketing to distribute a brochure to market the Centre's services in relation to Adventurous and Outdoor learning activities, residential accommodation and conferencing facilities to other Local Authority Respite providers, schools and Young People's Services. The Service continues to develop its use of the Centre's Facebook and Twitter pages to advertise their presence directly to parents and other adults.

Expected Outcomes

It is expected that due to the significant investment in infrastructure that has expanded the capacity in each centre will generate a increase in bookings and numbers through each centre which will increase the efficiencies within the service.

Each of the four centres to develop their accommodation available to potential visitors with the Tower Wood new build offering an increase of 60 beds from the centre's current level of 48 beds, while Whitehough, Hothersall Lodge and Borwick Hall will each have refurbished self-catering units available for visitors.

New courses and fee increases to add to income generation.

Reduced remitted fees.

What Will Be Different?

Continue the current review of delivery staff to ensure the appropriate mix of permanent staff and freelance instructors required to maintain both quality of provision, breadth of service offer and required activity-based qualifications, whilst enhancing the match of staffing availability to customer needs. The service Senior Management team is comprised almost exclusively of qualified teachers and this will remain in place to ensure the quality of teaching and learning is maintained at its present high standard.

Each of the four centres to develop their accommodation available to potential visitors with the Tower Wood new build offering an increase of 60 beds from the centre's current level of 48 beds, while Whitehough, Hothersall Lodge and Borwick Hall will each have refurbished self-catering units available for visitors.

At Whitehough the establishment of 'camping pods' will allow an increase in capacity of 12 beds designed to attract Duke of Edinburgh Scheme and early years groups amongst others. The proposed letting rate would be £40 per Pod / per night with a potential £120 per night income.

Instructor Training Scheme 10-12 week duration and current commercial fees charged by other providers are in the region of £5000 - £6000. Expectation is that up to 5 individuals would enrol on the scheme generating up to £25,000 income.

Remitted Fees. The current 'subsidy' to eligible pupils of 80% reduction on standard fees resulted in a cost to LCC of £109,000. It is proposed that with the introduction of Pupil Premium funding allocated to schools that a gradual reduction in remitted fees could be achieved without jeopardising pupil access to the centres. It is proposed that the reduction reduces to 70% in 2014/15 and then to 60% in 2015/16 the saving to LCC would ultimately be £27,000p.a.

Consistency in course fees between the centres and increased charges to market levels for day visits, conferencing and minibus usage.

3 day/ 2 night residential packages offered to all but targeted to LCC schools currently booking residential with non LCC centres during periods of spare capacity within LOE.

Summer schools and Y6/Y7 transition courses utilising targeted pupil premium funds.

What Savings can be achieved?

We will improve efficiency by increasing our residential capacity and restructuring two key staff elements – through greater flexibility in delivery staff and administrative efficiencies.

Reducing remitted fee subsidy to Free School Meal (FSM) pupils from the current 80% subsidy to 60% over 2 years will have direct financial savings to LCC.

The addition of the new building at Tower Wood to be operational by April 2014 will allow expansion and growth of core provision this could generate a saving of £25k in 2014/15 which is expected to increase savings to £100k+ over subsequent years.

Invest to Save: Downsize reserve

Access required to downsize reserve?	No	
Amount of funding required?		
What is the funding required for?		

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
LOE	Remitted Fees		0.014	0.027			0.041
LOE	Staff			0.016			0.016
LOE	Income		0.025	0.025	0.050		0.100
		---	0.039	0.068	0.050	---	0.157

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
CYP	DPO	709	1

Project	Review of Quality & Continuous Improvement - Lancashire Schools Effectiveness Service (QCI-LSES) services provided to schools
Sponsor	Alison Gradwell (Delegated by Johnathan Hewitt)
Objective	Review of services provided to schools to ensure the correct attribution of responsibilities between the local authority and schools.

Scope	
Analysis of school improvement service – what schools fund, what Forum funds and what the Local Authority (LA) funds.	
Review methods of delivery for example Education Welfare Officers (EWO) devolution to primaries can it be provided via a different route, charge schools for Court Officer time.	
Prioritise resources.	
2013/14 Work with schools to prepare for the movement of a large number of school improvement support activities to a traded offer.	
2014/15 The great majority of activities to support schools and raise achievement become traded : support for behaviour in schools is reduced : the development of IT solutions to improve traded products are met from the traded income.	
2015/16 Behaviour support is further reduced and racist incident monitoring ceases.	

Expected Outcomes
Services will continue to provide services but at a reduced level and cash limit.

What Will Be Different?
Certain functions will be reduced with a increases in trading in a few areas.

What Savings can be achieved?
Savings total of £0.33m over a 3 year period and relate to a combination of increased income and reduced service delivery costs.

Invest to Save: Downsize reserve	
Access required to downsize reserve?	No
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
	Project Delivery Costs		0.025	0.119	0.088		0.232

		---	0.025	0.119	0.088	---	0.232

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
CYP	DPO	710	1

Project	Review of school attendance responsibilities.
Sponsor	Jonathan Hewitt
Objective	Refine service provision on the support offered by the School Attendance Service

Scope	
Strand 1:	Remove or offer as a traded service some non-statutory functions. This could include current training courses offered free of charge, and participation in partnership meetings, school meetings such as governor meetings, new parents' evenings etc. This could be delivered without significant impact on functions we must provide as these reduced commitments would allow the remaining staff to cover those functions adequately.
Strand 2:	Reorganise/restructure service to reduce staffing costs. This saving would require staff to move to term time only and a restructure. For this reason this saving is initially projected over two years but work is underway to see if it can be advanced.
Strand 3:	Reduction in overall budget.

Expected Outcomes
Some non compulsory activity will cease, unless a traded service is viable. Other functions will continue but delivered by the majority of staff on a Term Time Only basis, ensuring capacity is there during term time but enabling savings to be made during holiday periods when service delivery needs are lower.

What Will Be Different?
An increase in the amount of trading and reduced level of annual staffing hours.

What Savings can be achieved?
Savings will be achieved by a combination of income generating measures such as the appropriate use of fines and through staffing restructures.

Invest to Save: Downsize reserve	
Access required to downsize reserve?	No
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
	Gross Project Savings		0.065	0.099	0.031		0.195

		---	0.065	0.099	0.031	---	0.195

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
CYP	DPO	711	1

Project	Virtual School Review
Sponsor	Audrey Swann
Objective	Review of Virtual School for looked after Children.

Scope	
<p>Review of Virtual School for Children Looked After (CLA)</p> <ul style="list-style-type: none"> • Reduction in discretionary functions which to date have led to increased and improved educational progress for Children Looked After <p>This could be compensated by:</p> <ul style="list-style-type: none"> * From April 2013 all schools will receive £900 Pupil Premium for every CLA (increasing to £1900 from April 2014). New OFSTED criteria indicate that schools will be accountable for how this funding is utilised to improve education for CLA * Lancashire schools receive £1200-£1500 within the school funding formula for every CLA * All schools are responsible for providing support (the first £10,000) for any pupil with identified Special Educational Needs (SEN) <p>However :</p> <ul style="list-style-type: none"> • The Local Authority (LA) via the Virtual School for CLA must provide bursaries for all CLA accepted on Higher Education Courses • We are committed to the Children in Care Council for next 2 years <ul style="list-style-type: none"> * Review of Virtual School / Local Authority Roles and Responsibilities: - Possible saving of the role or number of Educational Consultants (currently 4) i.e. monitoring and tracking, training for schools, foster carers etc. - could be undertaken by Advisers . The LA is responsible for collecting and monitoring educational data in relation to CLA. This is an area of responsibility which could fit with an adviser's role, and is being trialled to some extent at present. * Quality and Continuous Improvement (QCI)/Adviser support would be essential to continue to develop effective monitoring of the educational progress of all Lancashire's CLA , in the event of the reduction/removal of Educational Consultant posts and to challenge schools via their designated teachers for CLA , to effectively promote aspirational educational targets and outcomes for Lancashire's CLA accommodated within and outside of the LA. Initially (2013-2014) an enhanced service level agreement would be beneficial. This service by the advisors would have cost and capacity implications. This cost is difficult to estimate as it would have to be based on a commission to include the monitoring and training (if included) from the advisory service, which will take longer to acquire. * Possible risk factor is that Advisory service is traded and this could potentially impact on the level of challenge to schools- the Educational Consultants are independent. • Central system for collection of data. <p>This could support the reduction in consultants by reducing work/time required to collect a range of data. Specialist analysis of the data would still be required –i.e. Virtual School Head, consultants.</p>	

Expected Outcomes
<p>Savings implemented from April 2014</p> <p>Some impact on work of advisory service.</p> <p>Reduced specialist training to groups such as foster cares/social workers – but with possibility of developing traded training to these groups.</p> <p>Possible increase on proactive use of Pupil Premium within schools.</p>

What Will Be Different?
<p>Reduction in Virtual Team staff with impact on operational delivery. Elements such as monitoring and data analysis will need to be supported by other services –such as school advisory service as would training for Senior Designated Persons in schools.(responsibility of LA)</p> <p>Reduction in Care Matters Grant- impact on grants available to CLA- this could/should be compensated for by increase in Pupil Premium to schools and more targeted use of this funding. This would need to be monitored by advisers/Virtual school team/ Social Workers through PEPS. (Personal Education Plans).</p> <p>If focus on targeted use of PP within schools is successful further reductions in Care Matters funding could be considered (except for statutory ie Bursaries for Higher Education and Children in Care Council).</p>

What Savings can be achieved?

Reduction in staff team: 2 Full Time consultants- one qualified teacher on leadership = £96,000.00
 Reduction in Care Matters funding - support funding for activities/grants for CLA = £90,000.00
 Remove funding for literacy/ICT/education equipment - as above = £64,000.00

Invest to Save: Downsize reserve

Access required to downsize reserve?

No

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic?

Further information is available at this link:

<http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e>

If 'Yes' has the Equality Impact Assessment documentation been completed and available

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
	Gross Project Savings		0.250				0.250

		---	0.250	---	---	---	0.250

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number
CYP	DPO	712

Live/Active
1

Project	Review of Early Years services and responsibilities
Sponsor	Jonathan Hewitt
Objective	<p>Review of services offered in Early Years Service focusing on how services are delivered charges made and focusing on elements of customer self-service of information.</p> <p>Analysis of Early Years funding, including allocations to children's centres</p>

Scope

£1m of these savings relates to the final phase of the tapering of the pump priming funding for Best Start. From September 2014 as agreed by Cabinet this will be fully funded by schools.

2014/15 Best Start funding ceases and the activity is funded by schools who wish to use their Pupil Premium for this purpose: The majority of universally offered training and support for Early Years providers is traded but the monitoring and targeted support function is retained: Support for developing Healthy Lifestyles moves into Public Health : support for pre school children to enhance their readiness for schools ceases.

2015/16 The great majority of the monitoring and targeted support function relating to Early Years providers is traded; The online headcount system for Free Early Years Education (FEYE) entitlement is fully implemented.

Expected Outcomes

2014/15 Most existing services will continue. Support for children aged 5-7 including parenting and family support is funded largely through the pupil premium. Training and support for early years providers is offered on a marketed basis and the subsidy is withdrawn. Health related services are delivered through public health. The school readiness programme is operated on a marketed basis. It is likely that the great majority of schools will not continue this work. 2015/16 FEYE entitlement will be administered through a online headcount system which is being well received through the current rollout. The great majority of Early Years improvement work will be marketed on a full cost recovery basis, with a small quality assurance held centrally. It is not clear whether improvement support will be purchased by the majority of settings.

What Will Be Different?

There will be an increase in traded services e.g. training courses will be fully traded. Some Family support for ages 5-7 will be reliant on schools purchasing this support and therefore it will not be available to all free school meal pupils. Schools will make decisions about School Readiness programmes.

What Savings can be achieved?

The £1.507m saving within 2014/15 includes Best Start which schools will in the future buy in, School Readiness will cease and a number of services becoming traded including: Bump Birth and Beyond, Seven Stars Professional Development Centre, Business Advice for the Private, Voluntary and Independant (PVI) sector and Parenting Programme which will either cease or become traded. A number of sustainability grants to the PVI sector will be funded from trading.

The £1.451m saving in 2015/16 includes: administration savings through FEYE online services, monitoring the quality of provision for PVI including training which will become traded, support to childminders that are graded satisfactory or inadequate by Ofsted which may become traded. Children's Centre support to maintain good and outstanding childminders which will cease or become traded and Children's Centre support to improve quality in PVI settings will become traded or cease.

Invest to Save: Downsize reserve

Access required to downsize reserve?	No
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	No
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total

	Staff		0.025	1.137			1.162
	Other		1.482	0.314			1.796

		---	1.507	1.451	---	---	2.958

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
CYP	DPO	717	1

Project	Improve efficiency of Adoption Service
Sponsor	Ann-Marie Ranson
Objective	Generate efficiencies within the Adoption Service

Scope	
<p>This project will review allowances already agreed with a view to amending the commitment previously confirmed to ensure they are in line with current the current policy. The impact on families will be closely examined.</p> <p>Additional savings will be achieved with the expectation that adopters will meet the costs for some of the adoption process.</p> <p>Care will be required to ensure that any changes in allowances does not result in a fall in future adoptions as this would result in increased residency costs.</p>	

Expected Outcomes	
Changes to the levels of allowances being paid to some adoptive families	

What Will Be Different?	
The allowances provided for historical cases will be reduced enabling an equitable approach in line with the current policy.	

What Savings can be achieved?	
Options include:	
<p>Revisit adoption allowances and obtain further legal advice to assess the risk that would be involved in terminating payments to adopters receiving the allowance on the basis of historic arrangements and who have children placed with them who would not meet the present criteria for an adoption allowance. Further work would be required in this area. Potential savings of £70k per annum.</p> <p>Cease paying settling in grant to adopters and cease to pay expenses to adopters during bridging and introduction meetings. Saving of £30k per annum.</p> <p>Prospective adopters to pay for their own checks and also pay an administrative fee to cover the costs incurred by the service in obtaining statutory checks and references. Saving of £10k per annum.</p> <p>Cease to pay court fees for adopters when they lodge their adoption application with the court. Saving of £2K per annum.</p> <p>Review of the contract with the Independent Fostering and Adoption Panel Chair. Saving of £5K per annum.</p>	

Invest to Save: Downsize reserve		
Access required to downsize reserve?	No	
Amount of funding required?		
What is the funding required for?		

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Adoption - various	Gross project saving		0.117				0.117

		---	0.117	---	---	---	0.117

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
CYP	DPO	719	1

Project	Increase efficiency in Fostering Service
Sponsor	Barbara Bath
Objective	Achieve efficiencies within the Fostering Service

Scope	
Following a review of the Fostering Service budgets a number of efficiencies have been identified which are detailed within the savings section.	

Expected Outcomes	
A more efficient and lower cost service.	

What Will Be Different?	

What Savings can be achieved?	
Savings include:	
Re-evaluate the level of equipment that is currently provided to Foster Carers. Saving of £84k per annum.	
Panel papers etc to go online, achieving savings in postage & printing costs. Saving of £31k per annum.	
Change in venues for Foster Carer support groups. Saving of £20k per annum.	

Invest to Save: Downsize reserve		
Access required to downsize reserve?	No	
Amount of funding required?		
What is the funding required for?		

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Fostering - various			0.150				0.150

		---	0.150	---	---	---	0.150

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
CYP	DPO	722	1

Project	Children and Young People Prevention offer
Sponsor	Ann Pennell
Objective	<p>To develop and reshape services to children, young people and families to ensure the services are aligned efficiently and effectively.</p> <p>This seeks to ensure:</p> <ul style="list-style-type: none"> - that the number of cases escalating to a statutory service are reduced - intervention is as early as possible to prevent children requiring the need to come into care and - to focus resources on supporting children and families in their communities

Scope

During 2013/14 the Directorate has implemented a number of projects to respond to the rising demand for Social Care statutory services and to changes in legislation. The following developments are within the scope of the project:

- an in-house residential outreach service to support young people at home and prevent the need for costly residential placements;
- an Edge of Care Support Service, commissioned from the third sector to provide support to families to build resilience and prevent children and young people becoming looked after;
- a Family Group Conferencing Service, a decision and planning making process whereby the wider family network makes plans for a child or young person who has been identified as being in need of a plan to safeguard their welfare;
- a Central Care Proceedings Team to focus on reducing the length of care proceedings and speed up the adoption process;
- a pool of foster carers established to work with children and young people, their families and partner agencies to return these children who can safely return to their families in a timely manner; so avoiding more costly longer term care;
- a team of foster carers trained to look after children and young people displaying high risk behaviours; so reducing the need for high cost agency or residential placements;
- the integration of the Contact & Referral Team, Multi-agency Safeguarding Hub and the Emergency Duty Team to provide a single point of contact for referrals into Childrens Social Care.

The proposals respond to conclusions from research including the Munro Review, from legal judgements and from internal review of best practice.

Clear guidance will signpost professionals to the service most appropriate to the needs of the child or family to prevent duplication and minimise the number of professionals in direct contact.

Expected Outcomes

Services that will promote resilience and empower families to build capacity & capability to manage challenging situations within the home environment reducing the need for support and referral to statutory agencies.

Measurable outcomes are the reduction in:

- the number of cases escalating to a more intensive statutory service;
- the number of children looked after;
- the length and number of care proceedings;
- the number of children and young people waiting to be adopted.

Improved mechanisms to support children and young people going home from statutory services with appropriate support.

What Will Be Different?

The services offered by the Directorate will be different as a result of this project. This will include some services ceasing to be offered, some offered in a different format and existing structures being different.

What Savings can be achieved?

A number of the projects have been funded in the short term on an invest to save basis. The monitoring of outcomes has been introduced and projects are at the early stage of implementation.

Savings will arise from three areas:

- improved efficiency in the delivery of statutory processes;
- strengthened services to support families on the edge of care to reduce the need for statutory intervention;
- expediting the achievement of permanent placements for young people.

Invest to Save: Downsize reserve

Access required to downsize reserve?	No
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	Yes
If 'Yes' has the Equality Impact Assessment documentation been completed and available	No

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			2.800	0.861			3.661

		---	2.800	0.861	---	---	3.661

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
CYP	DPO	723	1

Project	Right-size Children's Trust Budget
Sponsor	Dave Carr
Objective	A review of the Children's Trust budget has identified a recurrent underspend.

Scope	
A review of the Children's Trust budget has identified a recurrent underspend.	

Expected Outcomes	
Budget reduced to reflect actual spending patterns.	

What Will Be Different?	

What Savings can be achieved?	

Invest to Save: Downsize reserve		
Access required to downsize reserve?		
Amount of funding required?		
What is the funding required for?		

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			0.100				0.100

		---	0.100	---	---	---	0.100

ENVIRONMENT DIRECTORATE

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ENV	DPO	804	1

Project	Street Lighting Energy
Sponsor	Ray Worthington
Objective	Cost effective reductions in street lighting energy with low levels of investment and fast pay back from energy reductions

Scope	
<p>A detailed review will categorise the street lighting into groups that can be assessed for the different options available for that type of equipment on a type of road. (e.g. residential, rural, main route etc) The different options will be assessed for each category and approval sought for new policies to take forward cost effective changes to reduce energy use. Options include further dimming on the network between 7pm - 6am, all night and total switch off from midnight until 6am.</p>	

Expected Outcomes	
<p>Reduced Lighting provision leading to reduced energy use, reduced costs of electricity and reduced carbon tax.</p>	

What Will Be Different?	
<p>The measures proposed are likely to involve a reduction in the street lighting service provided such as part night lighting or permanently reduced lighting levels.</p>	

What Savings can be achieved?	
<p>An initial target of £500K has been included in this policy option with a further detailed analysis underway looking at all options based upon the current lighting equipment and the best low cost options available for that equipment bearing in mind the type of road. This analysis ranges from those savings that might be achieved from day one on the centrally managed lighting (10% of the network) through low cost measures to those that need significant invest in reprogramming and refurbishment of the fixed dimming lights to give greater flexibility over the lighting network.</p> <p>To achieve a saving of £500k a minimum investment of £450K is likely to be required. At this minimum level of investment only 34% of the lighting network would be affected by the changes but, in order to generate the required saving, would necessitate switching off the lights during the nighttime.</p> <p>Increasing the level of investment above the minimum £450k would provide greater flexibility, including the option to dim rather than fully turn off streetlights, but would affect a larger percentage of the lighting network. Investments up to £3m could be envisaged, affecting 44% of street lights, but even at this level of investment some switching off during periods of the night would be inevitable to achieve the saving proposed.</p>	

Invest to Save: Downsize reserve		
Access required to downsize reserve?	Yes	
Amount of funding required?	0.450	
What is the funding required for?	Capital investment to adapt lighting fixtures to switch off or dimming on a controlled basis	

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic?	Yes
Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	
If 'Yes' has the Equality Impact Assessment documentation been completed and available	No

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Street Lighting	Energy		0.170	0.100	0.230		0.500

		---	0.170	0.100	0.230	---	0.500

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ENV	DPO	805	1

Project	Highway infrastructure sponsorship
Sponsor	Martin Galloway
Objective	Deliver a more cost effective and flexible highway sponsorship scheme.

Scope	
To deliver highway sponsorship across Lancashire in house without the need for third party contractor.	

Expected Outcomes	
The current scheme generates an income stream of around £100K which is then used to fund Public Realm activities in the following year, benefiting the Districts which host the advertisement space. The additional income would result from the advertising space being sold directly to businesses by the Council who would therefore retain all revenue generated after costs are covered rather than a third party taking any commission. This additional income would not be passed on to spend on Public Realm activities and would therefore support the councils overall funding need.	

What Will Be Different?	
The function would be administered internally, as a result it is unlikely to have a proactive approach to businesses but all income will come directly to authority. Only part of the income generated would be reinvested in Public Realm revenue activity inline with current contributions with the remaining supporting the Councils funding requirements.	

What Savings can be achieved?	
The current £100k income could realistically be doubled. Therefore £100K could be offered as a savings with income above this net target continuing to be spent on Public Realm activities in the appropriate areas as is currently the case. The contract renewal date is July 14 so part savings could be achieved in 14/15.	

Invest to Save: Downsize reserve	
Access required to downsize reserve?	No
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	No
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Roundabout sponsorship	Income		0.050	0.050			0.100

		---	0.050	0.050	---	---	0.100

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ENV	DPO	809	1

Project	Members' priority contingency
Sponsor	Joanne Reed
Objective	To reduce the members revenue contingency budget

Scope	
Reduce members' specific funding allocation which is presently used to respond to requests for minor works on the highway	

Expected Outcomes	
Reduced expenditure on highways revenue maintenance	

What Will Be Different?	
Less highway maintenance revenue activity than at present	

What Savings can be achieved?	
£220k which represents just over half of the current budget. £200k will remain for future Member priorities.	

Invest to Save: Downsize reserve		
Access required to downsize reserve?	No	
Amount of funding required?		
What is the funding required for?		

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	Yes
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Members Contingency			0.042	0.100	0.078		0.220

		---	0.042	0.100	0.078	---	0.220

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ENV	DPO	813	1

Project	Targeted Parking Enforcement
Sponsor	M Galloway
Objective	Secure more effective targeting of parking enforcement

Scope	
Secure cost reductions through a reduction in overall enforcement hours, but implement targeting of enforcement officers to be more effective in detecting and enforcing parking transgressions, with observation periods removed.	

Expected Outcomes	
Costs of the service will reduce, enforcement interventions will be maintained or increased. There will be no deployment of enforcement officers to schools or remote locations where parking transgressions are too occasional or fleeting to warrant the issuing of penalty charge notices. Areas where parking offences are more prevalent will see an increase in the level of enforcement, and a more immediate issuing of penalty charge notices in response to transgressions. This may result in more appeals.	

What Will Be Different?	
Enforcement will target areas where the prevalence of parking offences has greatest consequences for the safe and efficient functioning of the highway. In particular, penalty charge notices will be issued immediately on identification of the offence, rather than allowing a number of minutes to pass before issuing the penalty, which to some extent condones the offence. Removal of this waiting time would save 1000 hours per annum of enforcement officer time.	

What Savings can be achieved?	
Anticipate a saving in enforcement costs of £50k with no consequential loss of income.	

Invest to Save: Downsize reserve		
Access required to downsize reserve?	No	
Amount of funding required?		
What is the funding required for?		

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	No
If 'Yes' has the Equality Impact Assessment documentation been completed and available	No

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Parking	Enforcement		0.050				0.050

		---	0.050	---	---	---	0.050

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number
ENV	DPO	815

Live/Active
1

Project	Environment & Community Projects and Forest of Bowland Area of Outstanding Natural Beauty
Sponsor	Andy Mullaney
Objective	Reduce service costs (staff and operational costs)

Scope	
Reduction in:	<ul style="list-style-type: none"> the level of support provided by the County Council for local environment and community projects; and strategic environment and community projects. the level of support provided by the County Council for projects and activities in the Forest of Bowland Area of Outstanding Natural Beauty (AONB), subject to meeting statutory minimum duties.
Projects and support will be prioritised towards the County's most deprived communities.	

Expected Outcomes	
Reduction in costs and the number of environment and community projects supported.	

What Will Be Different?	
Reduction in number of projects supported annually from 200 to less than 50 by 2016/17.	

What Savings can be achieved?	
£730,000 by 2016/17.	

Invest to Save: Downsize reserve	
Access required to downsize reserve?	
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			0.118		0.612		0.730

		---	0.118	---	0.612	---	0.730

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ENV	DPO	817	1

Project	Public Rights of Way & Countryside Service
Sponsor	Andy Mullaney
Objective	<ul style="list-style-type: none"> To reduce spending on the level of maintenance on Public Rights of Way (PROW) and LCC Countryside Sites. Improve the efficiency of operational practices.

Scope	
All Public Rights of Way and countryside sites.	

Expected Outcomes	
<ul style="list-style-type: none"> Currently, resource limitations mean that maintenance of the network is largely restricted to problems on the network where there is safety risk (eg unsecure wall or surface); or where the problem has a high impact on public use (eg, severe surface damage). The primary network will continue to receive this level of maintenance. The non-primary network will receive maintenance for safety risks only. Changes to the approach to the enforcement of obstructions and other infringements on PROW. The new approach will involve handing a notice to the landowner under S.143. The landowner then has 4 weeks to remedy. If not remedied after this, LCC can implement the change and recover costs. This will be a more efficient use of officer time. It is expected that most problems will be resolved by the landowner in the 4 week period. LCC currently administers applications for diversions of PROW that are substantially for private benefit. Under the new approach, private applicants can undertake much of the legal work themselves (using a specialist consultant). The inspection of countryside sites will reduce from once a year to once every two years. The countryside events programme will be reduced substantially, with the focus being on engagement with children and adults in Priority Neighbourhoods and the nearest sites. Introduce a booking system for all terrain mobility scooters. Toilet cleaning frequency at LCC's countryside sites will be reduced to peak times only. 	

What Will Be Different?	
The PROW role and the Countryside Ranger role will merge into a new post entitled 'Area Countryside Officer'. The role will include PROW duties, site maintenance duties, and some limited countryside education activities.	

What Savings can be achieved?	
£548,000 by 2016/17.	

Invest to Save: Downsize reserve	
Access required to downsize reserve?	
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic?	
Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			0.094		0.454		0.548

		---	0.094	---	0.454	---	0.548

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ENV	DPO	821	1

Project	Winter Service
Sponsor	Sue Procter
Objective	Delivery of an adequate/ compliant countywide winter service which provides effective and appropriate treatment of roads in ice and snow conditions.

Scope	
Countywide winter service	

Expected Outcomes	
Effective Winter Service aligned to the services provided across the UK – focussed on a reviewed priority network. Delivery of a service which ensures, as is reasonably practicable, that safe passage along the highway is not endangered by snow and ice.	

What Will Be Different?	
Reduction in the size of network treated No secondary routes Fewer routes = fewer gritter vehicles and crews Closer alignment between operational and decision making process with a greater consistency in the decisions being made across the county. Stopped or restricted use of treated salt	

What Savings can be achieved?	
10% reduction in priority network - £125,000 No secondary routes - £222,000 No treated salt - £100,000 (this estimate does not take account of a potential need to increase the spread rate of untreated salt)	

Invest to Save: Downsize reserve		
Access required to downsize reserve?	No	
Amount of funding required?		
What is the funding required for?		

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			0.447				0.447

		---	0.447	---	---	---	0.447

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number
ENV	DPO	822

Live/Active
1

Project	Close waste transfer stations and landfill sites during bank holidays
Sponsor	Steve Scott
Objective	To close waste transfer stations and landfill sites during bank holidays

Scope

To implement the policy of not providing waste facilities on bank holidays. The facilities to close on bank holidays would be Whinney Hill Landfill Site, Roman Road Transfer Station and Pendle Transfer Station. Whinney Hill landfill would be closed for residual waste and Roman Road Transfer Station/Pendle Transfer Station would no longer be open to deal with green waste.

Household Waste Recycling Centres (HWRCs) would not be affected by this proposal and so would remain open during bank holidays.

Expected Outcomes

Reduction in the waste budget

What Will Be Different?

District Council's will no longer be able to collect waste on bank holidays unless they themselves fund the opening of the facilities.

What Savings can be achieved?

In the region of £30,000 per annum from 2015/16.

Staff time involved is minimal and as such there is no tangible saving in staffing.

Invest to Save: Downsize reserve

Access required to downsize reserve?

No

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic?

Further information is available at this link:

<http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e>

No

If 'Yes' has the Equality Impact Assessment documentation been completed and available

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Waste	Transfer Stations			0.030			0.030

		---	---	0.030	---	---	0.030

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number
ENV	DPO	823

Live/Active
1

Project	Sustainable Drainage Consenting & Enforcement
Sponsor	Ian Welsby
Objective	To introduce a fee to developers for this statutory function

Scope

To introduce a fee to developers for the statutory planning role in determining the surface water systems & discharge requirements (SuDs) for planning applications of more than 10 dwellings or development on land over 0.5 hectare.

Expected Outcomes

There should be no reduction in the number of development applications as a result of this minimal fee passed onto developers. These applications will be processed by the existing Flood Risk Management Group, however the Government have also announced that from 2017/18 the threshold for applications is likely to include any new development over a single property; this is likely to generate 1500+ applications for LCC to process across the County. It should be noted that the staff requirement to support the SuDs applications from April 2017 will potentially require a further 9 FTE's, and new service delivery options would need developing to cater for this.

What Will Be Different?

Developers will now be charged an additional fee during planning stages to cover costs of the Councils statutory planning role in determining the surface water systems & discharge requirements (SuDs) ensuring major development will be based on more sustainable drainage systems rather than the current norm of relying on piped water disposal systems.

What Savings can be achieved?

The fees generated from processing the initial 420 applications. The projected workload for LCC is based on the numbers of planning applications received through the district planning authorities in 2011/12. This number of applications will generate a minimum of £150K based on the standard £350 rate per application. However there may be opportunities to charge staff time against developers for pre application Flood Risk Assessment work and also recoup costs in checking applications (designs, ecology, geotechnics, run off rates, permeability testing etc) by charging a higher rate for such applications the fees to up a maximum of £7K.

Invest to Save: Downsize reserve

Access required to downsize reserve?	No
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	No
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Flood Risk	SUDs income		0.150				0.150

		---	0.150	---	---	---	0.150

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ENV	DPO	824	1

Project	Joint Production of Local Transport Plan
Sponsor	Marcus Hudson
Objective	To align transport priorities and investment between LCC, Blackburn with Darwen and Blackpool Councils under the Local Enterprise Partnership (LEP) footprint

Scope	
Explore joint working arrangements and governance of production and approval of single Local Transport Plan (LTP) for Lancashire LEP area.	

Expected Outcomes	
Fully aligned transport strategy and programme to joint economic priorities, to direct combined LTP/LEP/Growth Fund spending priorities.	

What Will Be Different?	
Single strategy and programme covering transport investment priorities across the LEP area.	

What Savings can be achieved?	
Staff (Non LCC FTE savings) and production (technical and publication) savings.	

Invest to Save: Downsize reserve	
Access required to downsize reserve?	
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	No
If 'Yes' has the Equality Impact Assessment documentation been completed and available	No

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Planning	Income			0.030			0.030

		---	---	0.030	---	---	0.030

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ENV	DPO	828	1

Project	Withdrawal of Adult Cycle Training
Sponsor	Tony Moreton
Objective	To withdraw the provision for cycle training to adults

Scope	
To withdraw the provision of adult cycle training and encourage third sector and other potential providers to take over this work and introduce fees.	

Expected Outcomes	
Reduction in the number of adults accessing cycle training	

What Will Be Different?	
At the present time the County Council provides cycling training to 500 adults a year. A significant reduction is expected in the availability of adult cycle training around the County as the County Council withdraws its provision. More emphasis will be placed on provision from the third sector and other interested parties unless a charging policy was introduced to deal with demand.	

What Savings can be achieved?	
It is estimated that the full year savings based on the proposals above will be £14k in 2014/15, £15k in 2015/16 and £6k in 2016/17. A total reduction of £35k.	

Invest to Save: Downsize reserve		
Access required to downsize reserve?	No	
Amount of funding required?		
What is the funding required for?		

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	Yes
If 'Yes' has the Equality Impact Assessment documentation been completed and available	No

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Road Safety	Cycle training		0.014	0.015	0.006		0.035

		---	0.014	0.015	0.006	---	0.035

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number
ENV	DPO	829

Live/Active
1

Project	Safer Travel Unit training
Sponsor	Tony Moreton
Objective	To reduce the amount of direct road safety training provided to schools and young people by the Safer Travel Unit

Scope

Direct road safety training provided to schools and young people by the Safer Travel Unit to enhance self service delivery through the Moodle and target staff and operational resources in areas of highest need.

Expected Outcomes

2014/15 - We will cease to undertake Theatre in Education workshops, provided by a theatre education company and will redirect education through engagement with schools through self servicing via the Moodle using web based educational material - expected outcome would be greater number of pupils accessed by through less direct methods than the current approach.- possible drop in the number of people Killed or Seriously Injured (KSIs) due to wider spread. By deploying the staff and operational resources to the areas of highest need we will reduce the delivery of Big Safe Green Challenge and In Car Safety Training with an expected outcome of less people trained/engaged but a more targeted approach to areas of highest need – possible less engagement will mean less KSI reduction, but reduction in areas of highest need.

In Years 2&3, there is increasing reliance on self service by schools across Lancashire on areas such as Right Start/Wasted Lives with more targeted deployment of staff and operational resources in areas of highest need – expected outcome is standard road safety delivery at discretion of schools (requiring teachers to access and deliver resources) across Lancashire with direct, more intense engagement with schools resulting in schools and partners delivering resources in areas of highest need – reducing KSIs

What Will Be Different?

Two week tour of The Price Theatre in Education product, delivered to 20 schools will cease and all schools will access resources through the Moodle.

Change in the delivery of in-car safety training and reducing the use of consultants from 5 days to a maximum of 2 days

Big Safe Green Challenge will be delivered in 3 not 5 districts

In Years 2&3 there is more reliance on self service by schools across Lancashire with more targeted deployment of staff and operational resources in areas of highest need

What Savings can be achieved?

It is estimated that the full year savings based on the proposals above will be £18k in 2014/15 relating to Theatre in Education Workshops / Big Safe Green Challenge / In Car Safety Training. The £24k in 2015/16 and £20k in 2016/17 is an estimate of potential transfer of delivery to self serve and uptake of Moodle products. A total of £62k in the three year period.

Invest to Save: Downsize reserve

Access required to downsize reserve?	No
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	Yes
If 'Yes' has the Equality Impact Assessment documentation been completed and available	No

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Road Safety	Education		0.018	0.024	0.020		0.062

		---	0.018	0.024	0.020	---	0.062

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number
ENV	DPO	831

Live/Active
1

Project	Business Travel Planning
Sponsor	Tony Moreton
Objective	To withdraw the business travel planning service

Scope

Advice, support and provision to businesses of business travel planning. Businesses currently being supported are in Burnley, Skelmersdale, Lancaster and Preston. Where existing external funding is in place, for projects under S106 or for government funded projects, these will be completed.

Expected Outcomes

There will be no support to businesses to undertake business travel planning and likelihood that companies will no longer undertake the work or reduce the amount of work being done.

What Will Be Different?

No business travel planning support from the County Council

What Savings can be achieved?

It is estimated that the full year savings based on the proposals above will be £2.5k in 2014/15 and £17.5k in 2016/17 in terms of operational spend as well as staffing costs included as part of the wider service restructure.

Invest to Save: Downsize reserve

Access required to downsize reserve?	No
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	No
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Sustainable Travel	Business Travel Planning		0.003		0.017		0.020

		---	0.003	---	0.017	---	0.020

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ENV	DPO	832	1

Project	Speed management provision
Sponsor	Tony Moreton
Objective	To reduce the level of speed management activity including motorcycle engagement and awareness

Scope	
To focus the provision of speed management on speed tasking, Speed Indicator Devices (SpiDs) and young drivers and to reduce the level of motorcycle engagement/awareness with a corresponding reduction in the purchase of hardware.	

Expected Outcomes	
A much more targeted approach towards speed management and a greater reliance on web based information and education as opposed to direct learning through direct Motorcylce Training and Lancashire Road Watch Project.	

What Will Be Different?	
Less speed management activity through more targeted approaches and a greater reliance on web based information and education as opposed to direct learning.	

What Savings can be achieved?	
It is estimated that the full year savings based on the proposals above will be £40k in 2014/15. This is broken down into £10k from Motorcycle Training and £30k from the Lancashire Road Watch budgets due to new ways of working with the police.	

Invest to Save: Downsize reserve	
Access required to downsize reserve?	No
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	Yes
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			0.040				0.040

		---	0.040	---	---	---	0.040

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ENV	DPO	833	1

Project	Operational Learning and Development within Highways Services
Sponsor	Sue Procter
Objective	Provide all operational training and operative compliance management within Lancashire Highway Services, whilst generating an income through the provision of high quality training and packages to external customers.

Scope	
<p>Co-ordinate and deliver all training required by the operational and management staff within Lancashire Highway Services (LHS), except where this is highly specialised or covered through corporate provision such as manager development, premises management etc. This is specifically related to the operational needs within the service and the training matrices that have been developed and agreed within LHS.</p> <p>There is a known opportunity to extend the scope of provision to include external customers as a number of approaches have been made to the group to provide training.</p>	

Expected Outcomes	
<p>More responsive training provision within service, opportunity to extend training programmes.</p> <p>Potential cost savings by developing a more skilled workforce that can undertake works currently let to external contractors.</p> <p>Income generation</p>	

What Will Be Different?	
<p>Increased number (frequency and range) of training programmes provided and increase in number of people put through training</p> <p>Actively pursue external customers and deliver services to them</p> <p>Expansion of training resources – rooms/equipment etc</p>	

What Savings can be achieved?	
<p>Initial savings through the delivery of increased training in-house £30,000 per year. These saving will benefit equally both capital and revenue.</p> <p>On-going service development with a target of £10,000 income generation 2014/15, increasing by a further £40,000 2015/16. Marketing the training service externally.</p>	

Invest to Save: Downsize reserve	
Access required to downsize reserve?	
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
L&D	training		0.025	0.040			0.065

		---	0.025	0.040	---	---	0.065

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number
ENV	DPO	834

Live/Active
1

Project	New Traffic Systems Maintenance Contract
Sponsor	M Galloway
Objective	Deliver a traffic systems maintenance service at reduced cost by making aspects of the service specification less onerous

Scope

Procuring the new contract for maintaining traffic systems should provide opportunity to secure financial savings through less frequent but adequate inspection, replacement and fault rectification activities, location of depot facilities, and contract duration

Expected Outcomes

Traffic system regular maintenance processes and fault responses will be made within tolerances identified in national guidance documents and practised by some other highway authorities.

What Will Be Different?

The successful contractor will not be tied to establishing an operational depot within the geographical boundary of the county, but will have to meet response times to faults of 4 hours for an urgent fault (currently 2 hours), and 8 hours for a non urgent fault (currently 4 hours). As stated above these are still within tolerances referred to in national guidance. Regular maintenance practices such as the bulk changing of lamps, and site inspections will take place once, rather than twice a year. This is likely to increase fault rates. The contract will run for 5 years, providing greater security of investment by the contractor, and will include equipment supply options which should further reduce procurement costs

What Savings can be achieved?

It is estimated that the £100K reduction could be achieved by the renewal of the traffic management contract in April 2014 through a reduce specification of the contract requirements as set out above. The cost benefits of these contract changes will be determined once the tenders are returned in the new year.

Invest to Save: Downsize reserve

Access required to downsize reserve?	No
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	No
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Traffic Systems	maintenance		0.100				0.100

		---	0.100	---	---	---	0.100

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ENV	DPO	836	1

Project	Transfer of front line call handling into Parking Services
Sponsor	M Galloway
Objective	To deliver parking services in a more efficient manner for the customer, and at less cost.

Scope	
The cessation of funding of the equivalent of 2.85 FTE's at the Customer Contact Centre (CCC) delivering front line customer access on behalf of Parking Services, amongst other CCC duties. This service to be transferred back to Parking Services (Environment Directorate) from April 2014 and delivered within existing staffing resources.	

Expected Outcomes	
Customers with Parking Services related queries will be dealt with at a single point of contact. Currently the CCC transfer a number of callers on to Parking Services in the Environment Directorate when they feel unable to answer the query.	

What Will Be Different?	
Customers will receive comprehensive responses to their queries at a single point of contact across the full range of Parking Service related activity.	

What Savings can be achieved?	
Saving of the £75k payment to One Connect Ltd for the provision of the current service.	

Invest to Save: Downsize reserve		
Access required to downsize reserve?		
Amount of funding required?		
What is the funding required for?		

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Parking Services	Call handling		0.075				0.075

		---	0.075	---	---	---	0.075

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number
ENV	DPO	837

Live/Active
1

Project	District/Parish Public Realm Agreements - Highway - Green Space maintenance
Sponsor	Daniel Herbert
Objective	Review the current arrangements for green space maintenance in order to reduce costs through efficiencies or reduced service specification.

Scope	
Working with the district councils to deliver the public realm green space maintenance within a reducing budget over a 3year time frame, to further explore if efficiencies can be realised by delivering the service through the Operations team or by renegotiating with the district councils. In addition, a review of the service standards will be undertaken.	

Expected Outcomes	
<ul style="list-style-type: none"> Establish minimum standards consistent with road safety requirements. All green space maintenance will be undertaken in accordance with our standard as a minimum. Asset information to be gathered Districts may or may not enhance the standard with their money as is the current situation 	

What Will Be Different?	
<ul style="list-style-type: none"> District/parish councils will no longer undertake this work. Service standard is likely to be reduced to comply with road safety requirements only. Service standard will be applied consistently across the county. Grass is likely to be longer before it gets cut. 	

What Savings can be achieved?	
Anticipate £404k through economies of scale and reduced services	

Invest to Save: Downsize reserve	
Access required to downsize reserve?	
Amount of funding required?	
What is the funding required for?	

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
LNM	District payments		0.144	0.137	0.123		0.404

		---	0.144	0.137	0.123	---	0.404

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ENV	DPO	841	1

Project	Bus Shelter Maintenance
Sponsor	Tony Moreton, Assistant Director Sustainable Transport
Objective	To reduce the costs associated with the maintenance of County Council owned bus shelters on quality bus routes

Scope	
To implement a reduced maintenance regime with an overall reduction of 25% in maintenance costs and the non-replacement of sites where vandalism is prevalent or where shelters have been knocked down by uninsured drivers	

Expected Outcomes	
A decline in the quality of appearance of bus shelters on Quality Bus routes and a reduction in the number of shelters provided.	

What Will Be Different?	
A decline in the quality of appearance of bus shelters on Quality Bus routes and a reduction in the number of bus shelters provided.	

What Savings can be achieved?	
It is estimated that the full year savings based on the proposals above will be £15k in 2014/15 and £10k in 2015/16.	

Invest to Save: Downsize reserve		
Access required to downsize reserve?	No	
Amount of funding required?		
What is the funding required for?		

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	No
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Public bus	Bus shelters		0.015	0.010			0.025

		---	0.015	0.010	---	---	0.025

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number	Live/Active
ENV	DPO	842	1

Project	Vehicle and associated checks carried out on subsidised services
Sponsor	Tony Moreton, Assistant Director Sustainable Transport
Objective	To reduce the level of checks carried out on subsidised services at schools and at bus stations/interchanges and to reduce the amount of input from Lancashire County Commercial Group (LCCG).

Scope	
<p>A programme of spot checks is carried out throughout the year on vehicles operating County Council contracts. These checks mainly take place at schools but also include checks at bus stations and other bus termini in the County. In addition to these checks, we also undertake operator compliance, on bus revenue checks and checks on drivers to ensure that they have been given clearance to operate County Council contracts. It is proposed that this level of checking is reduce as follows:</p> <ul style="list-style-type: none"> • Reduce the number of operator compliance checks from 30 to 22 per annum. These are visits to operator premises to check that their procedures are compliant with LCCs contractual requirements; • Reduce the number of gateway checks from 50 to 38 per annum. These checks take place on commercial and subsidised services and are aimed at maintaining safety and appropriate passenger conduct; • Reduce number of vehicle checks from 463 to 400 per annum. These checks are on subsidised services to ensure that vehicles comply with legal and contractual requirements; • Reduce number of revenue checks from 360 to 270 per annum. These checks are on subsidised services and ensure that all passengers travel with a valid ticket and have paid the appropriate fare. <p>The vehicle checks are carried out in conjunction with LCCG staff who are qualified mechanics. In future we will make use of qualified staff within the Public Transport team to undertake vehicle maintenance checks and thereby reduce the need to pay fees to LCCG.</p> <p>Also looking into the possibility of building a charge into the contract to cover costs of inspections that result in faults identified over a certain threshold i.e. several minors or one major fault identified would result in a penalty payment charged to operator which could self fund the activity.</p>	

Expected Outcomes	
A reduction in the level and costs associated with vehicle and associated checks. Reliance on bus operators to adhere to safety standards as part of their service contract without an external check by LCC.	

What Will Be Different?	
Outlined above.	

What Savings can be achieved?	
It is estimated that the full year savings based on the proposals above will be £25k in 2014/15.	

Invest to Save: Downsize reserve		
Access required to downsize reserve?	No	
Amount of funding required?		
What is the funding required for?		

Public Sector Equality Duty	
Is there any potential negative impact on any person with a protected characteristic? Further information is available at this link: http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e	No
If 'Yes' has the Equality Impact Assessment documentation been completed and available	

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Public bus	Vehicle checks		0.025				0.025

		---	0.025	---	---	---	0.025

OFFICE OF THE CHIEF EXECUTIVE

Medium Term Financial Strategy 2014/15 to 2017/18 - Project Brief

Directorate	Type	Number
OCE	DPO	921

Live/Active
1

Project	Review of Voluntary, Community and Faith Sector (VCFS) Grants
Sponsor	Bernard Noblett
Objective	To identify the scale and scope of VCFS grants made and the associated administration costs, and to produce recommendations to reduce the overall level of expenditure

Scope

This activity will be carried out as a single exercise across all County Council services and will cover all areas of activity for which VCFS grants are given.

Expected Outcomes

A standardised policy framework for making decisions about how VCFS grants are made, the elimination of any current duplication of grants and recommendations for reductions in the level of grants and associated administration costs where appropriate.

What Will Be Different?

There will be a standardised approach with a clear set of rules and decision making framework, and transparency around the level of grants made.

What Savings can be achieved?

Invest to Save: Downsize reserve

Access required to downsize reserve?

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic?

Further information is available at this link:

<http://lccintranet2/corporate/web/?siteid=5580&pageid=33450&e=e>

If 'Yes' has the Equality Impact Assessment documentation been completed and available

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			0.500				0.500

		---	0.500	---	---	---	0.500

