

Lancashire County Council

Scrutiny Management Board

Tuesday, 16th April, 2024 at 2.00 pm in Committee Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Agenda

Part I (Open to Press and Public)

No. Item

1. Apologies

2. Disclosure of Pecuniary and Non-Pecuniary Interests

Members are asked to consider any pecuniary and non-pecuniary interests they may have to disclose to the meeting in relation to matters under consideration on the agenda.

3. Minutes of the Meeting Held on 16 January 2024 (Pages 1 - 8)

4. Money Matters 2023/24 Position - Quarter 3 (Pages 9 - 56)

5. Budgeted Savings Tracker (Pages 57 - 90)

6. Work Programmes 2023/24 (Pages 91 - 136)

7. Scrutiny In-Year Requests (Pages 137 - 138)

8. Report on the activity of the Councillor Support Steering Group (Pages 139 - 142)

9. Urgent Business

An item of urgent business may only be considered under this heading where, by reason of special circumstances to be recorded in the minutes, the chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the chief executive should be given advance warning of any member's intention to raise a matter under this heading.



10. Date of Next Meeting

The next meeting of the Scrutiny Management Board will be held on Tuesday 23 July 2024 at 2pm in Committee Room B – The Diamond Jubilee Room, County Hall, Preston.

H MacAndrew
Director of Law and Governance

County Hall
Preston



Lancashire County Council

Scrutiny Management Board

**Minutes of the Meeting held on Tuesday, 16th January, 2024 at 2.00 pm in
Committee Room 'B' - The Diamond Jubilee Room, County Hall, Preston**

Present:

County Councillor David Westley (Chair)

County Councillors

S Hind	J Fillis
A Ali OBE	G Mirfin
R Bailey	S Rigby
L Beavers	J Shedwick
A Cheetham	M Tomlinson
S Cunliffe	

County Councillor Anne Cheetham replaced County Councillor Carole Haythornthwaite on a permanent basis.

1. Apologies

There were no apologies.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

None were disclosed.

3. Minutes of the Meeting Held on 31 October 2023

Resolved: That the minutes of the meeting held on 31 October 2023 be confirmed as an accurate record.

4. Money Matters 2023/24 Position - Quarter 2

The Chair welcomed County Councillor Alan Vincent, Deputy Leader, Neil Kissock, Director of Finance and Kate Lee, Head of Service Financial Management to the meeting.

Members were presented with key highlights from the Money Matters 2023/24 Position – Quarter 2 report provided to Cabinet at its meeting held on 7 December 2023.



It was highlighted that the reported £5.9m overspend was £1.7m lower than previously forecast in Quarter 1, with work underway on further mitigations to support a more balanced budget. In addition, members attention was drawn to the service areas (home to school transport and children's social care) with an overspend primarily as a response to increased service demand.

Members were invited to ask questions and a summary of discussion outlined below:

Concerns were raised around the overspend challenges with home to school transport provision. It was reported that this was due to the changes in statutory guidance around distance and length of travel time for children with special educational needs. This was a national issue, not limited to Lancashire. It was established that a working group had been set up to look at how budget pressures could be reduced. It was clarified that the decision on eligibility for transport would come from Children's Services, however Environment Directorate would commission the transport.

Members were advised that special education needs and disabilities (SEND) school places had been increased, however this would not mitigate the current pressures. It was acknowledged that SEND places need to be in the right areas with the right demand and this was an ongoing piece of work.

With regards to the capital programme and changes to the planned delivery, it was highlighted that this was a reprofiling exercise of the capital programme with no changes to delivery for the current financial year.

Resolved: That the report be considered.

5. Medium Term Financial Strategy Update 2024/25 - 2026/27

Alongside County Councillor Alan Vincent, Neil Kissock and Kate Lee, the Chair welcomed County Councillor Graham Gooch, Cabinet Member for Adult Services, County Councillor Rupert Swarbrick, Cabinet Member for Highways and Transport, Oliver Starkey, Head of Service Public and Integrated Transport, Elaina Quesada, Deputy Executive Director for Adult Services and Kashif Ahmed, Director of Strategic and Integrated Commissioning to the meeting.

Members were presented with a copy of the Medium Term Financial Strategy Update 2024/25 - 2026/27 report to be considered by Cabinet at its meeting on 18 January 2024 which contained an updated position compared to that presented to Cabinet and Full Council in February 2023.

Pressures that had led to an increase in the county council's forecast costs included:

- Changes in inflation primarily around the national living wage announcement which was higher than expected which had impacted specifically on social care fee levels.
- The guidance changes and demand on home to school transport.
- Adult Social Care mental health cost pressures particularly around domiciliary care.



The areas which had reduced the gap included:

- Whilst the provisional local government financial settlement didn't provide any additional funding and a small reduction in the services grant, there were some technical changes particularly with the top up grants the county council received and Section 31 compensatory grants and how they were calculated. It was reported that previously they had been frozen but had since been uplifted by inflation which had led to a significant increase in the amount of funding the county council would receive next year.
- New Homes Bonus funding extension for another two years.
- A 4.99% council tax increase, subject to the agreement of Full Council in February 2024.

With regards to risk, the following points were outlined:

- Awaiting final tax base information from district councils to be received by 31 January 2024. Early indications highlighted that the county council might see further pressures from this.
- Reduced pay award assumptions from 5% to 3%
- Continued capital receipt flexibilities.
- Around £23m of management action savings.
- £14.9m additional savings programmes identified for consideration by Cabinet on 18 January 2024 which were set out in the report at Appendix 'A'.

Members were invited to ask questions and a summary outlined below.

With regards to the outlined potential savings, the following areas were discussed:

ECS002 – Children and Young People's Joint Funding. A question was raised as to whether a protocol was in place with the local NHS Integrated Care Board with regards to the joint funding for those with complex health needs. It was reported that a protocol was in place. However, advice would need to be taken from the service as to what would happen should there be a dispute between the county council and the Integrated Care Board.

GET015 – Service Review of Transport Group plus Additional Planning Application Fee Income. Concerns were raised around the disestablishment of potential vacant posts within the planning and transport services given that there was a national shortage of planning officers. It was confirmed from the service that this proposal would not have a negative impact on service delivery. A concern was raised that certain schemes had been delayed due to a lack of capacity to carry out the design work. It was agreed that a further discussion would take place with the Cabinet Member to determine which schemes had been delayed.

GET007 – introduction of on street pay and display. Concerns were raised as this was an area previously proposed by Cabinet and not implemented. Furthermore, there was not enough detail on the proposed saving in terms of which areas this would impact and the affect it would have on town centres that were already struggling. It was reported that the schemes were under consideration, but there was no firm detail on the proposal. Concerns were also highlighted that government was



putting levelling up funds into towns around the county that were struggling and that this proposal would undermine those efforts. Members were reassured that this proposal would not counter the benefit of all the other economic development activity currently underway. It was acknowledged that this was a contentious issue and that there would be a need to ensure that the schemes that would be put forward were appropriate for their location.

GET009 – proposal to remove the £1 concessionary 1 travel fare option for bus travel before 9.30am. It was queried how many journeys/travellers this would affect and whether consideration had been given to those disabled and travelling to work. It was reported that around 100k single journeys using those passes were made before 9.30am. There was uncertainty around what these passes were used for, as this couldn't be broken down so it couldn't be determined if this was related to travelling to work. However, from a review of how many individual passes were used on a frequent basis, it could be potentially estimated how many were used for travelling to work and last year there was one pass used between 400-500 times; ten passes used up to 399 times and a further 38 passes used up to 300 times. From this it could be deduced that the vast majority of those passes were used for occasional journeys rather than regular people coming to work. It was acknowledged that a consultation would be needed to determine if people would be profoundly impacted in going to work.

It was clarified that an Equality Impact Assessment would be undertaken before any changes were proposed.

ASC006 – Offer a chargeable brokerage service for full cost payers. It was reported that a care arrangement fee was not currently in place for those who could pay for their care and the introduction of this fee would support sustainability.

It was highlighted that those needing care have the option not to arrange care through the local authority. Members were assured that a consultation exercise would be undertaken.

ASC010 – Full application of charging policy. It was reported that there were currently 713 beds available across the county council's 16 care homes or older people of which 119 were block booked for intermediate care in partnership with the local NHS. Occupancy was reported to be around 78-83%. It was highlighted that the occupancy rate was related to shortage of care staff across care homes. Members were informed that the savings option would reduce the workload and increase capacity within frontline operational teams.

ASC004 – Enablement – Enhanced. With regards to further staff investment in the Enablement Service, it was reported that the numbers of staffing were identified through a review of existing capacity and reflected the numbers currently coming through the service.

Resolved: That;

- (i) The information as presented be noted.
- (ii) The above comments from the Scrutiny Management Board in relation to savings proposals GET007 and GET009 be passed on to Cabinet.



6. Budgeted Savings Tracker

Members were provided an update on the tracking and delivery of savings agreed by Full Council in the current and previous financial years as part of the agenda pack. In addition, as requested at the last meeting, further explanation and how the plans were proceeding to implement those savings where the Board felt there were challenges in realising delivery was provided.

Members were informed that the Finance Monitoring Boards for each Directorate at county council continued to review those savings that had not yet been achieved. Members were also assured that where there were savings identified that could not be achieved in full, mitigations would be found to offset. It was acknowledged as outlined in the report that some of the agreed savings might not be fully delivered.

It was suggested that given an assessment was due to be undertaken on the budgeted savings through the Finance Monitoring Boards, a revised report be brought to the next scheduled meeting of the Board.

Resolved: That;

- (i) The information as presented in the report be noted.
- (ii) A revised report be presented to the next scheduled meeting of the Scrutiny Management Board on 16 April 2024.

7. Work Programmes 2023/24

Members were presented with the 2023/24 work programmes for all the scrutiny committees and the Scrutiny Management Board with an update included on the activity of the Political Governance Working Group.

Resolved: That the;

- (i) Work programmes and progress on recommendations be noted.
- (ii) Update on the activity of the Political Governance Working Group be noted.

8. Scrutiny In-Year Requests

Members were presented with two in-year request forms received for the Boards consideration. In addition, the Environment, Economic Growth and Transport Scrutiny Committee had made two requests for additional items to appear on its work programme for 2023/24.

Members discussed the request form submitted on gluten free prescriptions. As part of this discussion, a response from the ICB which was received on the day of the meeting was circulated to members at the meeting (a copy is set out in the minutes). The response provided further detail on the decision taken in 2018 by the then Clinical Commissioning Groups (CCGs), which was reviewed by the NHS Lancashire



and South Cumbria Integrated Care Board (ICB) in 2023 to withdraw the option for gluten free products on prescription. It was highlighted that the cost of living crisis placed further burden on residents living with coeliac disease, however it was felt that given the response from the ICB and the ongoing budgetary challenges, scrutiny would have limited impact on the decision. On being put to the vote, it was resolved not to bring this item to scrutiny at this time.

Members then discussed the second scrutiny in year item request on employment type day provision for people with autism and or learning disabilities. The Board felt scrutiny could add value on this matter through further exploration and agreed for this to be included on the 2024/25 work programme for the Health and Adult Services Scrutiny Committee.

The two item requests from the Environment, Economic Growth and Transport Scrutiny Committee on the Transport Asset Management Plan and Enabling Net Zero Infrastructure - National Grid were agreed to be included on the committees work programme for 2023/24 for the meetings to be held in March and April 2024 respectively.

Resolved: That the;

- (i) In year request for the Health and Adult Services Scrutiny Committee to review gluten free prescriptions be not agreed.
- (ii) In year request for the Health and Adult Services Scrutiny Committee to review the employment type day provision for people with autism and or learning disabilities be agreed and for this to be included on the 2024/25 work programme.
- (iii) Two requests from the Environment, Economic Growth and Transport Scrutiny Committee be agreed.

9. Report on the activity of the Councillor Support Steering Group

The Board was provided with an overview of matters presented and considered by the Councillor Support Steering Group at its meeting held on 25 October 2023.

Resolved: That the report of the Councillor Support Steering Group be received.

10. Urgent Business

There were no items of urgent business.

11. Date of Next Meeting

The next meeting of the Scrutiny Management Board will be held on Tuesday 16 April 2024 at 2pm in Committee Room B – The Diamond Jubilee Room, County Hall, Preston.



H MacAndrew
Director of Law and Governance

County Hall
Preston



Scrutiny Management Board

Meeting to be held on Tuesday, 16 April 2024

Electoral Division affected:
(All Divisions);

Corporate Priorities:
Delivering better services;

Money Matters 2023/24 Position - Quarter 3
(Annex 'A' refers)

Contact for further information:

Gary Halsall, Tel: (01772) 536989, Senior Democratic Services Officer,
gary.halsall@lancashire.gov.uk

Brief Summary

A copy of the Money Matters 2023/24 Position – Quarter 3 report as presented to Cabinet at its meeting held on 8 February 2024 is set out at Annex 'A'.

Recommendation

The Scrutiny Management Board is asked to consider and comment on the Money Matters 2023/24 Position – Quarter 3 report as set out at Annex 'A'.

Detail

A copy of the Money Matters 2023/24 Position – Quarter 3 report as presented to Cabinet at its meeting held on 8 February 2024 is set out at Annex 'A'. The report provided an update on the 2023/24 revenue and capital financial position, as at the end of November 2023. The 2023/24 Revenue Position as of 30th November 2023 is set out at Appendix 'A' to Annex 'A'. The 2023/24 Capital Programme is set out at Appendix 'B' to Annex 'A'.

County Councillor Alan Vincent, Deputy Leader of the County Council and Neil Kissock, Director of Finance will attend the meeting to answer questions from members of the Board.

The county council's 2023/24 revenue and capital outturn position is currently planned to be reported to Cabinet at its meeting scheduled for 11 July 2024.

Appendices

Annex 'A' is attached to this report. For clarification it is summarised below and referenced at relevant points within this report.

Appendix	Title
Annex 'A'	Money Matters 2023/24 Position – Quarter 3 report as presented to Cabinet on 8 February 2024

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Legal

There are no significant legal implications detailed in the report.

Finance

There are no significant financial implications detailed in the report.

Risk management

Whilst this covering report has no significant risk implications, the Money Matters report set out at Annex 'A' contains details of implications relating to risk management (including demand, inflation and savings delivery) and legal.

Local Government (Access to Information) Act 1985 List of Background Papers

Paper	Date	Contact/Tel
-------	------	-------------

None

Reason for inclusion in Part II, if appropriate

N/A



Report to the Cabinet

Meeting to be held on Thursday, 8 February 2024

Report of the Director of Finance

Part I

Electoral Division affected:
(All Divisions);

Corporate Priorities:
Delivering better services;

Money Matters 2023/24 Position - Quarter 3

(Appendices 'A' - 'B' refer)

Contact for further information:

Neil Kissock, Tel: (01772) 535611, Director of Finance,
neil.kissock@lancashire.gov.uk

Brief Summary

This report provides an update to Cabinet on the county council's 2023/24 revenue and capital financial position, as at the end of November 2023.

The forecast outturn position is based on activity and expenditure and income levels up to the end of November 2023, with assumptions made as to the levels expected in the final quarter of the financial year. This is particularly difficult to predict with accuracy across adult social care as demand can fluctuate significantly over the winter period.

Whilst a small overspend of £5.8m (0.56% of the budget) is still forecast on the revenue budget, the overspend position is within £0.1m of the forecast reported for Quarter 2. Whilst there is not a significant change in the forecast overall, there are some significant movements across services, with details outlined in Appendix 'A'.

In February 2023 an indicative Capital Delivery Programme of £239.859m was agreed with Cabinet. This delivery programme figure has been revisited and, following confirmation of the final 2022/23 slipped delivery figures, subsequently approved additions and re-profiling of the programme have decreased the in-year programme to £159.123m. The forecast outturn position at Quarter 3 is spend of £153.148m, a variance of £5.975m (-3.75%). The variance is primarily the product of delayed delivery on some agreed schemes which has been offset where possible through earlier than originally planned delivery on some agreed schemes within the multi-year programme.

In summary:

- (i) The 2023/24 revenue forecast outturn is £1,044.874m, representing a projected overspend of £5.828m (0.56%) of the agreed budget.
- (ii) The 2023/24 amended programme is £159.123m with expenditure to date totalling £117.119m, which is c74% of the total delivery programme.

Recommendation

Cabinet is asked to:

- (i) **Review and agree** the current forecast overspend of £5.828m on the revenue budget in 2023/24.
- (ii) **Review and agree** the current forecast spend on the capital programme of £153.148m.

Detail

2023/24 Revenue Position as at 30th November 2023 (Appendix 'A')

The budget monitoring process for Quarter 3 was undertaken building upon the position that was reported at Quarter 2. A review of all budgets, including demand levels, costs to date, income levels and savings delivery are all reviewed as part of the process. The work undertaken on budget monitoring has a very close link to the medium-term financial strategy and the monitoring position is included in considerations when forecasting future year's budgets.

An overspend of £5.8m is forecast for 2023/24 as shown in the table below:

Service Area	Net Budget	Net Forecast Outturn	Net Forecast Variance	Net Forecast Variance	Q2 Forecast Variance	Movement from Q2
	£m	£m	£m	%	£m	£m
Adult Services	449.477	450.223	0.746	0.17%	2.055	-1.310
Education & Children's Services	250.414	255.348	4.934	1.97%	5.807	-0.873
Growth, Environment, Transport & Health	167.947	174.068	6.121	3.64%	2.763	3.358
Resources & Chief Executive Services	171.208	165.236	-5.972	-3.49%	-4.722	-1.250
Grand Total	1,039.046	1,044.874	5.828	0.56%	5.903	-0.075

The forecast revenue overspend of £5.828m represents a variance of 0.56% against the overall revenue budget of £1,039.046m. The forecast outturn position is based on activity and expenditure and income levels up to the end of November 2023, with assumptions made as to the levels expected in the final quarter of the financial year.



This is particularly difficult across adult social care as demand can fluctuate significantly over the winter period.

The key overspending areas remain in relation to demand led areas such as home to school transport, and children's social care. These overspends are offset partially by additional income from both grants and other income streams. Some aspects of particularly overspending areas were evident as part of the 2022/23 outturn position and will be reviewed to determine whether an adjustment needs to be made to the medium-term financial strategy.

Chief Finance Officer Commentary

This report sets out the Council's current year position which like most other Councils across the country is a challenging position.

In this year we continue to see pressures on inflation and pay awards (that were above what was expected when the budget was set) and significant increases in some of the demand led services (e.g. home to school transport).

This is the third report for this financial year and the projected overspend has reduced from £7.6m to £5.8m. The position whilst challenging has remained consistent with that reported at second review. Within this estimate it is important to note:

- This projection contains a number of estimates and mitigating actions put in place by officers and could of course alter prior to the year end.
- The current year's budget also requires the delivery of £80m of approved saving plans and it is important officers continue to focus on the delivery of these.
- The estimates include assumptions on receiving income and contributions from partners and other stakeholders.
- All officers will continue to review spending plans and commitments in view of the current year financial position.

It is encouraging to note that earlier in the year a number of areas of overspend and savings delivery pressures were noted and action and mitigation plans have been produced and implemented (e.g. School Catering and Adult Services) to avoid this becoming a continuing financial problem in future years.

Senior officers in the Council continue to make this a priority area of activity and each Executive Director has provided a summary of financial performance for their areas of responsibility in the following sections.

Executive Director of Adult Services

Adult Services has been applying a number of measures to ensure there is robust and effective budget management. This includes oversight via the Directorate Finance Board, identifying accountable Directors and Heads of Services for savings proposals, and exploring all opportunities with the NHS for cost sharing.



The trend and risk in managing the Adult Services budget continues to be around balancing overspends in care packages and underspends in staffing. The latter, poses the service with challenges in terms of recruitment and retention, quality and consistency and for residents longer waiting times for support, which is an ongoing priority to address.

We know our service has a high comparator cost to other county authorities and as a result, a lot of our action is focused on implementing a strength-based practice model, a new procurement system to reduce the cost for homecare, introducing a new financial scheme of delegation to ensure tighter financial controls and identifying where support offered by the voluntary, community and faith sector can replace more costly, specialist social care support.

Executive Director of Education and Children's Services

The Directorate's Leadership Team continues to focus on strengthening financial management and ensuring the robust decision making is in place before committing to significant spend.

Encouragingly, the impact of our Family Safeguarding approach continues to be successful in reducing the numbers of children in care, and in contributing to reduced pressures on placement budgets. However, we continue to see increases in average weekly costs of agency residential homes and in securing appropriate homes for some children and young people with more complex needs. The first of our recently developed in-house homes has already demonstrated a positive impact in helping to better support children in our care and we are excited to be commencing the registration with Ofsted for the second.

We have continued our focus on reducing managed service and agency staffing teams and are pleased that all managed teams have now ceased and the number of agency staff covering vacant posts has reduced significantly since the end of Quarter 1.

There are continued challenges in reducing payments relating to assistance to families and other support for children in our care. However, we have introduced new procedures which highlight the range of universal services that should be used to support children and families, instead of these funds. We have also established Task and finish groups to identify how costs could be reduced further.

Where traded service income has fallen, an element of consequent overspend continues to be offset by holding vacancies and options to expand to markets beyond Lancashire are being considered.

Moving forward, we will continue to focus on addressing the challenges around sufficiency of homes, both fostering and residential, for children in our care, and in our focus on sustaining reductions of new entrants in to care through approaches such as Family Safeguarding and strengthening our multi-agency support for children and young people at risk of/being exploited. These, together with offset from underspends across the Directorate and bringing forward future savings options, will help to reduce financial pressures within the Education and Children's Services budget.



Executive Director of Growth, Environment, Transport and Health

Quarter 3 saw the transfer of Public Health into the Directorate. Public Health is currently performing within budget as are the majority of departments, including some forecast managed underspends. Nevertheless, financial pressures in home to school transport and waste management are such that overall Growth, Environment, Transport and Health continues to forecast a net overspend. Leadership and management continue to focus on mitigation however the significant pressures continue to include some factors outside of the control of budget holders.

Alongside the impact of inflation, actual demand volumes placed on home to school transport (including both numbers of children and total distances travelled) have increased above forecasts, adding a further £2m of cost (c3% of the service's budget). As reported previously, the scale and pace of rising costs and demand for home to school transport are now an area of very significant concern for local government nationally. Figures from the County Council Network (CCN) highlight the potential for members to overspend by £650m in 2023/24 of which 20% is attributable to rising demand in transport for SEN pupils. The cross-directorate project teams established in Quarter 1 continue to focus on implementing any mitigation actions that can reverse the budget direction. Mitigation action includes the use of direct funding to parents to reduce third party transport costs which is helping reduce the forecast overspend by up to £1m based on Quarter 3 performance data.

The risk of under-recovery of income from recycled materials, highlighted in Quarter 2, is now considered more likely to materialise and its inclusion contributes to a revised projected c£1m overspend in waste management. Prices for recycled waste on which our income is based are broadly set nationally however they reflect highly volatile market conditions and have continued to see a downturn. Economic risk factors include the ups and downs of international exports linked to demands in the global shipping industry and delays to trade routes carrying recycled materials in containers. Potential service options to mitigate the potential overspend are in development.

Elsewhere across the Directorate, sound budget management and income levels are closer to expected performance at this stage in the year with underspends helping to improve (reduce) the overall forecast overspend by c£1.1m.

Executive Director of Resources

The Resources directorate shows a similar position to Quarter 2 with an increased underspend arising from continued challenges in filling vacancies and holding back one-off expenditure given the Councils overall financial position.

Some of the key areas of focus for officers in the current year remain:

- Digital Services where the increased costs of oracle licences post go live are reflected for one year only before they are included in the council's wider budget planning process for 2024/25. A fundamental review of the ICT applications the council holds, and the licencing arrangements is underway to review costs in this area.



- Catering services are predicting an overspend as a consequence of pay and food inflation. A recovery plan has been developed for this service area and will bring the service into a surplus position in the 2024/25 financial year given some changes can only be made on an academic year basis as the customers are schools.
- The Coroners service is still continuing to see an increase in its costs which are outside of the control of the Council.

The Directorate is seeing some areas of underspend which are in part due to the inflationary increases in costs borne by the Council being not as high as estimated earlier.

Within the directorate we continue to review budgets and income in light of the financial challenges facing the Council.

Despite the capacity challenges facing the Directorate we continue to develop initiatives that will drive forward the Council's agenda. Developments include a redesigned Change Programme, People Strategy including Recruitment and Retention, Business Planning and improved Performance Management, delivery of a review of property usage.

There a number of additional areas the directorate will wish to move forward to support the council's aspirations going forward and directors are looking at ways of addressing current capacity challenges in supporting these developments – these include enhancing the 'customer experience', and better use if data and intelligence.

Overall, the directorate has a number of one off underspends in the current year which assist the councils overall financial position but also inevitably has an impact on the ability of the directorate to deliver on some key areas – this is an area that is currently being addressed.

2023/24 Capital Programme (Appendix 'B')

In February 2023 an indicative Capital Delivery Programme of £239.859m was agreed with Cabinet. This delivery programme figure has been revisited and, following confirmation of the final 2022/23 slipped delivery figures, subsequently approved additions and re-profiling of the programme have decreased the in-year programme to £159.123m. The forecast outturn position at Quarter 3 is spend of £153.148m, a variance of £5.975m (-3.75%). The variance is primarily the product of delayed delivery on some agreed schemes which has been offset where possible through earlier than originally planned delivery on some agreed schemes within the multi-year programme.

The project and programme managers are held accountable using the following actions:

- Detailed monitoring of the delivery programme throughout 2023/24 to ensure variances are reported in a timely manner and a robust level of challenge is provided to programme and project managers to ensure delivery remains on track.



- Use of the budgetary control facilities in the new Oracle Fusion system.
- Monitoring of projects to measure the ongoing effect of price increases between project design and project delivery.
- Performance reports developed to enable the capital board to undertake this monitoring and challenge.

Appendices

Appendices 'A' - 'B' are attached to this report. For clarification they are summarised below and referenced at relevant points within this report.

Appendix	Title
Appendix 'A'	2023/24 Quarter 3 Revenue Monitoring
Appendix 'B'	2023/24 Capital Financial Position

Implications:

This item has the following implications, as indicated:

Risk management

The county council's overall approach to managing financial risks continues to be to identify and acknowledge risks early and build their impact into financial plans while continuing to develop strategies which will minimise their impact. This approach operates in parallel with the identification and setting aside of sufficient resources to manage the financial impact of the change risks facing the organisation.

The financial risks and opportunities that could affect the position outlined in the report primarily cover the following areas. Many of these risks equally present opportunities:

Demand

There is continued pressure on the council's budget, particularly around adult and children's social care and also home to school transport, and the most up to date demand forecasts have been included within the Quarter 3 position. These pressures are being reported by many councils at a national level, with the forecasts included as part of the Quarter 3 position being in line with national trends. Any increase in demand compared to the profile included in the Quarter 3 forecast will add additional pressure to the reported overspend. Services and finance are closely monitoring levels of demand and the costs of placements, with services working hard to reduce demand pressures whilst also meeting the needs to service users.

Inflation

Whilst inflation has been built into the 2023/24 budget, in some cases this is presenting a pressure as the level of inflation in the final quarter of 2022/23 remained higher than anticipated. Inflation continues to be closely monitored across all services in addition to cost of living related issues that could impact on costs of delivering some services.



Savings Delivery

The 2023/24 budget that agreed savings including those delayed from previous financial years will be delivered in 2023/24. There are also a significant number of other factors, both internal and external, which may impact upon delivery, and these will need to be clearly identified and either minimised or optimised as appropriate. In instances where savings are delayed, it is expected that mitigations are identified and delivered by services to nullify the impact on the in-year monitoring position.

Legal

Matters referred to in this financial forecast will be subject to council consideration where appropriate.

List of Background Papers

Paper	Date	Contact/Tel
None		
Reason for inclusion in Part II, if appropriate		
N/A		



Appendix A

2023/24 Quarter 3 Revenue Monitoring

1. Executive Summary

Service Area	Net Budget	Net Forecast Outturn	Net Forecast Variance	Net Forecast Variance	Q2 Forecast Variance	Movement from Q2
	£m	£m	£m	%	£m	£m
Adult Services	449.477	450.223	0.746	0.17%	2.055	-1.310
Education & Children's Services	250.414	255.348	4.934	1.97%	5.807	-0.873
Growth, Environment, Transport & Health	167.947	174.068	6.121	3.64%	2.763	3.358
Resources & Chief Executive Services	171.208	165.236	-5.972	-3.49%	-4.722	-1.250
Grand Total	1,039.046	1,044.874	5.828	0.56%	5.903	-0.075

- 1.01 The forecast revenue overspend of £5.828m represents a variance of 0.56% against the overall revenue budget of £1,039.046m. The forecast outturn position is based on activity and expenditure and income levels up to the end of November 2023, with assumptions made as to the levels expected in the final quarter of the financial year. This is particularly difficult across adult social care as demand can fluctuate significantly over the winter period.
- 1.02 This report provides details of those areas where forecast pressures exist and which are subject to detailed reviews designed to reduce costs. The focus will remain on continuing to tightly control and drive down costs wherever possible including the identification of offsetting cost reductions.
- 1.03 The 2023/24 budget contains c£80m of savings, with most on track to be delivered. In those areas where there are delays in delivering savings or they will not be able to be delivered as originally planned, mitigations have been found by services to ensure there is no impact on the budget position.
- 1.04 The pay award for staff on the National Joint Council scale points was agreed in November 2023. As agreed at Quarter 1 the impact of the higher than budgeted pay award has been offset from a contribution from the Transitional Reserve.
- 1.05 The key overspending areas remain in relation to demand led areas such as home to school transport, and children's social care. These overspends are partially offset non-recurrently by additional income from both grants and other income streams. These forecast overspends are a continuation of spending pressures evident as part of the 2022/23 outturn position and, following review, adjustments made in the medium-term financial strategy for future years.
- 1.06 The Quarter 3 position overall has not changed greatly when compared to Quarter 2, however there have been some significant movements within services which are summarised below:



- Waste Management – The position has worsened by c£2m due to a reduction in forecast income from recycled materials and additional security costs at household waste recycling centres.
- Home to School Transport – This position has worsened by c£2m. This is due to additional forecast costs on school transport as a result of further passenger and cost increases in the new academic year (as more data is available compared to the Quarter 2 forecast position).
- Adult Services – The forecast has improved by £1.3m when compared to Quarter 2. Whilst pressures continue in relation to commissioned services, particularly domiciliary care, levels of income and grants have increased and have resulted in an improved position.
- Children's Social Care – Improvement of c£0.9m due to reduced placement costs, supported by additional income for joint funded arrangements.
- Environment and Planning – Improvement of £1.1m on the public rights of way services reflecting the earlier delivery of a planned change in the funding of this service via the Public Health Grant for eligible services, resulting in a non-recurrent underspend.
- A number of smaller improvements across a variety of services mainly related to staff vacancies and challenges with recruitment in some areas have resulted in lower costs being forecast across a number of services.

2. Adult Services and Health and Wellbeing Directorate

Service Area	Net Budget	Net Forecast Outturn	Net Forecast Variance	Net Forecast Variance	Q2 Forecast Variance	Movement from Q2
	£m	£m	£m	%	£m	£m
Urgent Care, Acute and Prisons (Countywide)	9.285	7.828	-1.457	-15.70%	-1.491	0.034
Residential & Day Care Services for Older People	-1.333	1.407	2.741	205.56%	2.786	-0.045
Total Adult Care and Provider Services	13.390	14.706	1.316	9.82%	1.362	-0.046
Mental Health	34.996	35.559	0.562	1.61%	0.632	-0.069
Learning Disabilities, Autism	171.324	170.682	-0.642	-0.37%	0.320	-0.962
Social Care Services (Adults)	215.734	215.146	-0.588	-0.27%	-0.543	-0.046
Total Adult Community Social Care	422.055	421.387	-0.668	-0.16%	0.409	-1.077
Strategic and Integrated Commissioning & Contracts	4.907	4.646	-0.261	-5.33%	-0.103	-0.159
Total Strategic and Integrated Commissioning	4.907	4.646	-0.261	-5.33%	-0.103	-0.159
Quality, Contracts and Safeguarding Adults	7.129	7.504	0.375	5.26%	0.395	-0.020
Total Quality, Contracts and Safeguarding Adults	7.129	7.504	0.375	5.26%	0.395	-0.020
Quality and Improvement	1.497	1.516	0.019	1.26%	-0.007	0.026
Business Development	0.499	0.465	-0.034	-6.87%	0.000	-0.034
Total Quality Improvement and Principal Social Worker	1.996	1.980	-0.015	-0.77%	-0.007	-0.008
Total Adult Services	449.477	450.223	0.746	0.17%	2.055	-1.310

2.01 The total net approved budget for Adult Services 2023/24 is £449.477m. The forecast outturn position at Quarter 3 is a net cost of £450.223m, resulting in an overspend of £0.746m, which is equivalent to 0.17% of the budget. At Quarter 3 the budget for Public Health has been transferred to the Growth, Environment, Transport and Health Directorate following changes to reporting lines.

2.02 The figures presented in the table above present the net budget position, however for those services within Care and Provider Services this does not fully represent the size of the budget, as both services contain a large commissioning expenditure budget and also have significant income levels



which result in the very high percentage variance. the variance is much smaller when you look at the gross spend of the service.

- 2.03 The service continues to experience recruitment and retention difficulties and sickness absences across services increasing the reliance on agency workers. Staffing shortages within in-house residential services for example require "day 1" cover, in the main is provided through agencies, where costs are higher. However, as a service the aim is to contain any required agency spend within the staffing budget envelope.
- 2.04 Overall, demand levels remain relatively consistent, with the notable exception of home care where demand levels continue to rise. The focus of the service over the course of 2023/24 is to implement a strength-based practice model, bring in a new procurement system to reduce the cost for homecare, introducing a new financial scheme of delegation to ensure tighter financial controls and identifying where support offered by the voluntary, community and faith sector can replace more costly, specialist social care support.

Savings progress

- 2.05 In 2023/24 Adult Services have savings of c£37m to deliver, which are a combination of delayed savings and proposals that were agreed by Full Council in February 2023. The savings have been identified and will be delivered against a challenging background of growing needs of an ageing and increasingly disabled (physical and emotional) adult population as identified by the Director of Public Health in his annual report, as well as the precarious nature of the care market.
- 2.06 In order to deliver the savings programme, the Directorate has a governance structure which includes the Adult Finance Board, to ensure the service monitors progress and mitigates, where possible, any risk linked to the delivery of savings.
- 2.07 One of the identified savings proposals is about how the service reduces demand. Benchmarking data shows that when compared to other similar authorities, Lancashire is not approached by proportionately more people. Of those who do come forward, the county council continues to over-prescribe long-term social care packages of support. Local Authorities that perform better typically have a stronger preventative offer and in working with the NHS make greater use of community provision funded within the voluntary community and faith sector as an alternative to formal packages of care.
- 2.08 From an adult social care perspective, they generally also deliver a strength-based social care practice model which is something that has been piloted in Lancashire and due to be implemented county wide in 2023/24.



Pressures linked to the care market

- 2.09 Issues impacting on the budget which are increasingly difficult to control/manage include the Fair Cost of Care, an exercise all authorities were required to complete in readiness for social care reform in 2023 to support market stability and resilience. Many of the reforms are now delayed until 2025/26 however the Fair Cost of Care exercise has been used to inform the provider fee increases for 2023/24. Authorities will be required to publish the results of their Fair Cost of Care exercises, and this is highly likely to illustrate that most councils are not always able to fund to a level acceptable to the care market, thereby impeding market sustainability. We have assumed that the funding provided from government will cover the extra cost pressures associated with increasing the prices paid to our providers associated with the social care reforms.
- 2.10 The council continues to experience challenge in securing care in some parts of the county due to rurality for example, and some types of care i.e. nursing home provision for older people requiring support for their mental health. We are trialling, with the NHS, the use of some of our in-house provider care home beds for this purpose and whilst numbers are still quite modest the outcomes for the individuals are better and cost savings have been identified. This is enabling people to return from high cost out of area placements and long stay institutional settings which is beneficial to the person and reduces cost. Our Director of Health and Care for Lancashire intends to progress this through the Integrated Care Board.
- 2.11 Budget pressures continue to be experienced primarily in the cost of home care for all adults including older people and those with mental health or learning disability. The county council is also being approached to meet the increasing costs from providers arising through increases in fuel and energy costs and are under considerable pressure from the market to provide additional financial support. In some instances, due to staffing problems and cost pressures, homecare providers are declining business resulting in a reliance on non-framework higher cost provision.

Income generation

- 2.12 The overall position for the Directorate includes an over-recovery of income in some areas, particularly performing well in relation to direct payment clawback. Work continues with the NHS to achieve better value for money by working together and, where appropriate, to pool budgets. As part of service delivery, joint funding, service user income and direct payment clawback are part of day-to-day operational activity, with levels of income increasing, partially due to additional demand levels and also due to improved business processes and collaborative working. Negotiation is ongoing with the NHS about resolving a more proportionate and shared approach to funding. This will continue to be monitored and reported in future reports and forms part of next year's savings proposals as there is more work to do.



2.13 The forecast position includes the application of various elements of grant income, some of which was not budgeted for, and therefore provides additional support to the Adult Services budget where eligible expenditure has been incurred.



3. Education and Children's Services Directorate

Service Area	Net Budget £m	Net Forecast Outturn £m	Net Forecast Variance £m	Net Forecast Variance %	Q2 Forecast Variance £m	Movement from Q2 £m
Front Door, Assessment & Adolescent Services	11.441	11.826	0.386	3.37%	0.077	0.309
Family Safeguarding	14.062	15.286	1.224	8.70%	2.050	-0.826
CSC: Looked After Children/Leaving Care	127.048	130.757	3.709	2.92%	2.593	1.116
Fostering, Adoption Lancashire Blackpool & Residential	39.067	40.100	1.033	2.64%	1.332	-0.299
Family Safeguarding Project	0.021	0.011	-0.010	-47.54%	-0.002	-0.007
Total Children's Social Care	191.638	197.980	6.341	3.31%	6.048	0.293
Inclusion	8.398	8.515	0.117	1.39%	0.166	-0.049
Children and Family Wellbeing Service	20.769	18.148	-2.621	-12.62%	-2.197	-0.424
Cultural Services	11.850	12.685	0.835	7.05%	0.700	0.136
Education Improvement 0-11 to 11+-25 (Combined)	4.779	5.584	0.804	16.83%	1.528	-0.724
Total Education & Skills	45.796	44.932	-0.864	-1.89%	0.197	-1.061
Safeguarding, Inspection & Audit	15.968	15.816	-0.152	-0.95%	-0.083	-0.070
Education & Children's Services Central Costs	-5.039	-5.042	-0.003	-0.07%	-0.003	0.000
Total Education and Children's Services	10.930	10.774	-0.156	-1.42%	-0.086	-0.070
Policy Info & Commission Start Well	2.050	1.662	-0.388	-18.92%	-0.352	-0.035
Total Policy Commissioning and Children's Health	2.050	1.662	-0.388	-18.92%	-0.352	-0.035
Total Education and Children's Services	250.414	255.348	4.934	1.97%	5.807	-0.873

3.01 The total net approved budget for Education and Children's Services (ECS) in 2023/24 is £250.414m. As at the end of November 2023, the service is forecast to overspend by £4.934m, an decrease in overspend of £0.873m compared to Quarter 2.

Children's Social Care – Forecast overspend £6.341m

3.02 The largest areas of spend within the Children's Social Care Service are for residential and fostering placements for children in our care and social work teams, with activity cutting across a number of service areas.



- 3.03 Residential and fostering placements (including in-house residential provision) is forecast to underspend by c£1.200m.
- 3.04 Overall, there has been a decrease in the number of children looked after over the last 3 years and on average the number of children entering care has fallen since September 2020 from 2,133 to 1,777 in November 2023, a reduction of 356 (c17%).
- 3.05 The fall in numbers of children looked after over this period is largely due to the impact of the implementation of Lancashire Family Safeguarding (LFS) in February 2021, focus on ending Care Orders for children placed with parents and more recently the work being undertaken to improve the county council's response to teenagers at risk of being received into care. Whilst there was some early delivery of LFS savings in 2021/22 the number of new entrants aged 0-12 was above the level required to deliver budgeted recurring savings during the early part of 2022/23, and although new entrants reduced during the latter half of that year and have been better than target to date in 2023/24, under delivery of savings of c£1.400m is anticipated in 2023/24. This is an improved position compared to Quarter 2 and is mitigated in the overall position for placements outlined above.
- 3.06 Whilst the total number of children looked after has fallen the cost of agency residential placements has increased significantly since September 2021. This is in largely due to the extremely complex needs that children being received into care are presenting with, alongside a national care crisis resulting in an increase in the average costs of these placements.
- 3.07 The service is undertaking a range of activity to address placement sufficiency and to ensure more children can be cared for within families wherever possible. Where this is not possible, more children will be placed in local authority owned children's homes. For example, innovative approaches are being explored that would enable the county council to recruit and support more foster carers who could provide homes for children aged 13 and over, who can present some challenges to traditional foster carers. This, along with other mechanisms, could increase in-house fostering sufficiency and reduce dependency on the agency fostering market and residential settings. In house residential services have significantly increased occupancy rates, to 100%, and the programme to increase the number of in-house homes continues, with the first home staffed and awaiting final inspection by Ofsted, and works now completed and an application for registration with Ofsted underway on the second.
- 3.08 All high cost and same day placements are subject to an approval process that brings Heads of Service together with the Director of Children's Social Care to discuss alternative options for these children. At times this results in children remaining at home or children being matched to in-house foster carers or children's homes who may have otherwise been discounted. Where a high-cost placement is required, supplier costs are scrutinised and challenged using a nationally recognised care costing tool. Alongside this it is anticipated that two of the new council run children's homes will meet some of this demand for

children with disabilities. These actions have slowed down growth in agency residential placements during 2023/24.

- 3.09 Forecast overspends on social work and other teams including staff related costs of c£2.900m are in large part due to the use of agency and managed service staff to fill vacant posts. However, all managed teams have now ceased, and the number of agency staff reduced by 26.00 FTE since the end of Quarter 1.
- 3.10 The budget for the Children's Social Care Service also covers other allowances, payments and assistance to families.
- 3.11 Payments relating to assistance to families (Section 17) and other support for children looked after, are forecast to overspend by c£4.300m, with spend increasing by c£2.600m (67%) compared to 2022/23. This is an area of spend which also saw significant increases during 2022/23, particularly in the latter half of the year. A new Section 17 procedure has been launched which highlights a range of universal services that should be utilised instead of Section 17 funds. A large proportion of the spend relates to providing housing for families where housing have discharged their duties and for independent assessments within proceedings. Task and finish groups have been set up to report on how these costs could be reduced.
- 3.12 Family support (home care) for children with disabilities (CwD) is forecast to overspend by c£1.500m which includes c£0.800m of under delivery of joint health funding savings. This is an area of spend that saw significant increases during 2022/23, particularly in the latter half of the year, continuing into 2023/24. However, under delivery of joint health funding savings is mitigated in year by backdated (non-recurring) health contributions of £1.600m recovered in 2023/24 which relate to previous financial years, nearly all of which are for placements, and which is reflected in the forecast for placements.
- 3.13 Care packages within the home will now be subject to the same scrutiny as high cost placements.
- 3.14 Variances from budget for other allowances and payments are detailed below and represent a combined underspend of c£0.100m.
- A forecast overspend of c£0.800m on Special Guardianship Orders (SGO's) is largely due to higher uplifts than budgeted for.
 - Direct Payments for children with disabilities is forecast to overspend by c£0.400m although this is also a reduction in spend compared to 2022/23.
 - Overspends of c£0.300m are forecast for Staying Put, with net expenditure increasing by c£0.350m (86%) compared to 2022/23.
 - Regular payments are forecast to overspend by c£0.100m although this is a reduction in spend compared to 2022/23.
 - Child Arrangement Orders (CAO's) are forecast to underspend by c£0.900m is a reduction in spend compared to 2022/23.



- Leaving Care allowances are forecast to underspend by c£0.600m which is a reduction in spend compared to 2022/23.
- Adoption Allowances are forecast to underspend by c£0.200m which is a reduction in spend compared to 2022/23.

Education and Skills – Forecast underspend £0.864m

Inclusion – Forecast overspend £0.117m

- 3.15 Forecast overspends mainly relate to the Specialist Teaching Service which is forecast to under recover income by c£0.195m offset by staffing underspends of c£0.145m. There have been some difficulties in recruiting teaching staff to the service in previous years as the posts require specialist qualifications, however some appointments have been made this year, with all specialist teacher roles now filled. The staff are making a difference in the role they play in supporting schools and providing the right interventions and information for children. Staffing levels have a direct impact on income.

Children Family and Wellbeing Service (CFW) – Forecast underspend £2.621m

- 3.16 Forecast underspends of c£0.970m relate to staffing due to vacancies across the service, c£0.800m to additional Supporting Families Programme funding and c£0.300m to operational costs.
- 3.17 Lancashire Break Time is forecast to underspend by c£0.570m with spend broadly in line with 2022/23. Whilst registrations for Break Time are high, take-up has been lower than expected, with work ongoing to understand barriers to access.

Cultural Services – Forecast overspend £0.835m

- 3.18 Forecast overspends of c£0.285m relate to staffing, c£0.160m to non-staff costs and c£390,000 to under recovery of income across the service. Work is ongoing regarding income targets in particular for both Lancashire Outdoor Education and Lancashire Music Service.

Education Improvement – Forecast overspend £0.804m

- 3.19 Forecast overspends of c£2.300m relate to under recovery of income across the service. This is due to some schools opting out of the advisory service offer and ongoing pressures on some income generating services including Governor Services and the Professional Development Service, with pressures on school budgets affecting buy-back of services.
- 3.20 The above overspends are partly offset by forecast underspends on non-staff costs of c£0.625m and c£0.875m on staffing, which are linked to the under delivery of income reported above.
- 3.21 The review of the service continues to be undertaken in light of the reduction of the number of schools currently buying into the service and competition from



other organisations. The service is looking at what savings can be made through a restructure. This will align the service to the current market and school needs rather than previous needs. The service is also looking at expanding into other markets such as traded Attendance Support and marketing advisor support to schools beyond Lancashire.

Education and Children's Services – Forecast underspend £0.156m

Safeguarding, Inspection & Audit – Forecast underspend £0.152m

3.22 Forecast overspends on staffing are offset by underspends on non-staff costs and over recovery of income are across the service.

Policy Commissioning and Children's Health – Forecast Underspend £0.388m

3.23 Forecast underspends relate to staffing and a decision by EMT to bring forward delivery of savings relating to the use of c£300,000 of resettlement grants to support existing structures within services which align to activity set out within grant funding criteria.



4. Growth, Environment, Transport and Health

Service Area	Net Budget	Net Forecast Outturn	Net Forecast Variance	Net Forecast Variance	Q2 Forecast Variance	Movement from Q2
	£m	£m	£m	%	£m	£m
Waste Management	77.652	78.681	1.029	1.33%	-1.148	2.177
Highways	17.326	14.942	-2.384	-13.76%	-2.773	0.389
Public & Integrated Transport	64.555	73.554	8.999	13.94%	6.816	2.183
Customer Access	3.692	3.247	-0.445	-12.05%	-0.203	-0.242
Total Highways and Transport	163.224	170.424	7.200	4.41%	2.692	4.507
Business Growth	0.473	1.047	0.574	121.50%	0.694	-0.120
Strategic Development	3.390	2.561	-0.829	-24.45%	-0.806	-0.023
LEP Coordination	0.070	0.213	0.143	204.04%	0.142	0.001
Estates	0.663	0.707	0.044	6.60%	0.050	-0.006
ED Skills	0.002	0.015	0.013	522.22%	0.011	0.002
Total Growth and Regeneration	4.598	4.543	-0.055	-1.20%	0.091	-0.146
Environment & Climate	2.208	1.468	-0.740	-33.50%	0.186	-0.926
Planning & Transport	1.003	0.727	-0.277	-27.57%	-0.312	0.036
Total Environment and Planning	3.211	2.195	-1.016	-31.65%	-0.126	-0.890
Public Health & Wellbeing	-72.109	-72.109	0.000	0.00%	0.000	0.000
Health Improvement	57.909	57.909	0.000	0.00%	-0.003	0.003
Health Equity Welfare & Partnerships	5.063	5.063	0.000	0.00%	0.003	-0.003
Health, Safety & Resilience	2.072	1.704	-0.368	-17.75%	-0.368	0.000
Trading Standards & Scientific Services	3.977	4.338	0.361	9.07%	0.473	-0.113
Total Public Health	-3.087	-3.094	-0.007	-0.23%	0.106	-0.113
Total Growth, Environment, Transport & Health	167.947	174.068	6.121	3.64%	2.763	3.358

4.01 The position for the Directorate at Quarter 3 includes the Public Health Service following it's transfer from the Adult Services Directorate.



Highways & Transport – Forecast Overspend £7.200m

Waste Management – Forecast overspend £1.029m

- 4.02 Waste disposal costs are forecast to overspend by c£0.500m. As highlighted in the 2022/23 outturn report, processes at Thornton Waste Recovery Park that reduce the amount of waste that needs to be sent for disposal suffered unplanned down time during 2022/23. As a result, more waste needed disposal than had been budgeted for. The issues which caused the unplanned downtime are expected to be resolved in Summer 2023, consequently there has also been more waste requiring disposal than budgeted for in 2023/24.
- 4.03 Operational costs at household waste recycling centres are forecast to overspend by c£500,000 and predominantly relate to additional security costs. Different options to achieve the right balance between sites being secure and cost are currently being explored to prevent the overspend continuing in 2024/25.
- 4.04 Earlier in the year a significant underspend of c£1.600m was reported relating to additional income for recycled materials. However, these prices are volatile and driven by market conditions which have seen a downturn. At this stage in the financial year this budget is facing challenges to achieve its income target and we are not receiving indications that the position will improve in the final quarter of the year.
- 4.05 The forecast position has worsened by £2.177m compared to Quarter 2 due to the reduction in income from recycled materials and additional security costs at household waste recycling centres.

Highways – Forecast Underspend £2.384m

- 4.06 A detailed review of the large demand led income budgets including parking and bus lane enforcement, developer support and work undertaken by utility companies shows an overall forecast underspend of c£1.300m. Using a combination of early data for 2023/24 and the outturn from 2022/23, the review shows a large forecast under recovery of income on parking and bus lane enforcement. However, this is more than offset by forecast over recovery of income from both utility companies and housing developers. Options to increase pay and display charging in high volume areas continue to be explored as a previously agreed saving is still to be delivered. An income shortfall on bus lane enforcement is due to less people being fined for using bus lanes illegally. Bus lane restrictions have now been in place for some time and consequently public awareness has increased. As stated above these income streams are demand led and will be kept under review throughout the year.
- 4.07 Further underspends of c£400,000 relate to public realm agreement payments to District and Parish Councils for work they undertake on the county council's behalf. This budget was increased in 2022/23 with some of that increase allocated whilst some remains unallocated.



Public and Integrated Transport (PIT) – Forecast Overspend £8.999m

- 4.08 The most significant budget pressure within this service, of c£8.400m, relates to the costs of home to school transport, mainly for children with special educational needs. In the 2022/23 financial year an overspend of c£5.000m was reported largely due to significant increases in passenger numbers and journey distances in line with best practice as outlined in statutory guidance in relation to maximum periods that a child should be transported (45 minutes for primary and 75 minutes for secondary school children. The timing of these increases means that the impact was not fully reflected in the budget for 2023/24. Since the new academic year passenger numbers have continued to increase at a higher rate than budgeted and as a result the forecast overspend has increased by a further c£2.000m. Work is being undertaken to identify how cost pressures can be mitigated going forward.
- 4.09 Bus stations are expected to overspend by c£500,000 due to a combination of inflationary cost pressures mainly relating to utility price increases which will be addressed in the 2024/25 budget, increased security costs (particularly at Preston bus station), and an income pressure due to departure charges not increasing in 2023/24 (and in previous years). Focus remains on increasing bus patronage following the pandemic which is supported by additional grant from the Department for Transport, and as such it is not appropriate to increase charges to bus operators at this time. The forecast position includes the transfer of Chorley Bus Station.
- 4.10 Fleet services are forecast to overspend by c£400,000. There are several factors contributing to the overspend including a reduction in the amount of external work being undertaken despite the service attracting some new customers recently, as well as increasing the number of MOT tests undertaken.
- 4.11 Concessionary travel is forecast to underspend by c£500,000. In the past 2 to 3 years the county council has reimbursed operators based on pre-pandemic passenger numbers. Government advice has been subject to change in this area, but the latest guidance suggests either continuing to pay at pre-pandemic levels or tapering down support, but that if support is reduced the resulting saving is used to fund additional bus services. Payments are expected to continue throughout 2023/24 at 90% of pre-pandemic levels (or actuals if they are greater than 90%) and c£1.500m is forecast to be transferred to reserves to fund spend on bus services. Historically, prior to the pandemic, the service underspent by approximately £1.500m and whilst a saving of £1.000m has been taken in 2023/24 an underspend is still expected.

Customer Access – Forecast Underspend £0.445m

- 4.12 The forecast reflects that some staff within the service have been working on the implementation of a new system which will provide greater automation and an improved customer experience. As this is a new system this time is chargeable to the capital budget and whilst it has been necessary to backfill



some posts, not all have posts have been backfilled, resulting in a non-recurrent underspend.

Growth and Regeneration – Forecast Underspend £0.055m

Business Growth – Forecast Overspend £0.574m

4.13 The forecast overspend largely relates to non-delivery of savings targeting additional income from the Lancashire County Developments Limited Business Parks and securing increased contributions from unitary and district council partners. Savings of £700,000 are included in the budget for 2023/24 and the position shows that efforts are being made to mitigate the non-delivery of savings, with action taken across Growth and Regeneration to reduce expenditure which is expected the result in no significant overspend from budget.

Strategic Development – Forecast Underspend £0.829m

4.14 The forecast underspend mainly relates to a combination of staffing and operational spend on the major project team which will offset the budget pressure forecast for Business Growth and LEP Coordination.

LEP Coordination – Forecast Overspend £0.143m

4.15 The forecast overspend is due to an income shortfall and will ultimately be addressed as part of the integration of the LEP into the upper tier authorities.

Environment and Planning – Forecast Underspend £1.016m

Environment and Climate – Forecast Underspend £0.740m

4.16 There are operational overspends compared to budget on public rights of way of £0.262m however, a planned change to the funding of this service via the Public Health Grant from 2024/25 for eligible services has been brought forward to this year leading to a non-recurrent underspend of c£0.850m now being forecast overall. The remainder of the forecast relates to income pressure for capital works.

Planning and Transport – Forecast Underspend £0.277m

4.17 Vacant posts have resulted in forecast staffing underspends of c£0.600m, however, some of these vacancies are on areas that deliver capital projects and as such capital income is lower than budget by c£0.400m. Several vacant posts will be recruited to in the near future to help with project delivery following the County Council's recent success in securing large capital grants for active travel and public transport schemes. As such this underspend is not expected to reoccur in 2024/25.



Public Health – Forecast Underspend £0.007m

4.18 The total Public Health Grant received in 2023/24 is £74.839m and funds services within the Public Health Services and other areas across the county council where there is eligible expenditure. The forecast underspend of £4.1m across all Public Health Grant funded service areas and will be transferred to reserves for future investment in Public Health.

Public Health and Wellbeing – Forecast to break-even

4.19 The service has a net income budget of £72.109m as it receives the ring-fenced Public Health Grant (PHG). This service area is forecast to underspend by £0.606m which will be transferred into the Public Health Grant Reserve resulting in no budget variation at year end. The underspend (transfer to reserves) is mainly due to staff vacancies and the use of the Contain Outbreak Management Fund (COMF) grant.

Health Improvement – Forecast to break-even

4.20 The service is forecast to underspend by £2.536m which will be transferred into the Public Health Grant Reserve resulting in no budget variation at year end. The underspend is mainly due to the following:

- Commissioned Services - inflationary increases have been less than budgeted for. The service is currently re-tendering high value contracts and therefore it is expected that contract prices will increase across the board as NHS pay awards have exceeded the increase in PHG – (£1.055m).
- Commissioned Services – reduced demand within the Sexual Health service area post pandemic – (£0.822m).
- Staffing costs - savings brought about by vacant posts prior to recruitment – (£0.273m) and the use of Contain Outbreak Management Fund (COMF) grant – (£0.365m).

Health Equity Welfare and Partnerships – Forecast to break-even

4.21 The service is forecast to underspend by £0.969m which will be transferred into the Public Health Grant Reserve resulting in no budget variation at year end. The underspend is mainly due to underspends on commissioned services, most notably the crime and disorder budget (£0.220m) and staffing underspends due to vacancies and the use of the Contain Outbreak Management Fund (£0.411m).

Health, Safety and Resilience – Forecast Underspend £0.368m

4.22 The net underspend position is as a result of some income targets overachieving, particularly across health safety and quality and the health protection team.



Trading Standards and Scientific Services – Forecast overspend £0.361m

- 4.23 Trading Standards & Scientific Services forecast to overspend due to budget pressures on closed landfill sites, environmental testing, one-off and recurring costs of ICT system replacement and upgrade.



5. Resources Directorate and Chief Executive Services

Service Area	Net Budget	Net Forecast Outturn	Net Forecast Variance	Net Forecast Variance	Q2 Forecast Variance	Movement from Q2
	£m	£m	£m	%	£m	£m
Corporate Budgets (Pensions & Apprenticeship Levy)	6.541	6.541	0.000	0.00%	0.000	0.000
Corporate Budgets (Treasury Management)	40.674	40.674	0.000	0.00%	0.000	0.000
Resources	3.611	0.661	-2.950	-81.69%	-2.950	0.000
Total Resources	50.825	47.876	-2.950	-5.80%	-2.950	0.000
Lancashire Pension Fund	-0.003	-0.003	0.000	0.51%	-0.001	0.001
Exchequer Services	5.052	4.734	-0.317	-6.28%	-0.138	-0.180
Financial Management (Dev and Schools)	0.023	0.171	0.149	656.28%	0.148	0.000
Financial Management (Operational)	1.821	1.712	-0.109	-5.98%	0.002	-0.111
Corporate Finance	8.510	7.489	-1.021	-12.00%	-1.030	0.008
Payroll Services	1.127	1.119	-0.008	-0.70%	-0.008	0.000
Procurement	2.773	2.730	-0.043	-1.53%	-0.048	0.006
Internal Audit	1.094	1.005	-0.089	-8.10%	-0.093	0.004
Total Finance Services	20.396	18.959	-1.438	-7.05%	-1.167	-0.271
Service Assurance	22.944	23.282	0.338	1.47%	0.959	-0.621
Digital Business Engagement	2.661	2.595	-0.067	-2.51%	-0.305	0.238
Design & Implement	5.104	5.156	0.052	1.03%	0.254	-0.202
Operate	3.836	4.122	0.286	7.46%	0.187	0.099
Architecture	1.533	1.484	-0.048	-3.14%	-0.146	0.097
Total Digital Service	36.077	36.639	0.562	1.56%	0.950	-0.388
Corporate Strategy and Policy	0.220	0.058	-0.162	-73.68%	-0.162	0.000
Facilities Management	30.369	30.234	-0.135	-0.45%	-0.115	-0.020
Asset Management	9.013	8.364	-0.649	-7.20%	-0.527	-0.122
Business Intelligence	1.566	1.603	0.037	2.39%	0.036	0.001
Total Strategy and Performance	41.168	40.259	-0.908	-2.21%	-0.768	-0.141
Coroner's Service	2.508	2.977	0.469	18.68%	0.414	0.054
Legal and Governance Services	16.983	17.224	0.240	1.42%	0.251	-0.011
Registration Service	0.008	-0.206	-0.214	2730.94%	-0.026	-0.188
Total Law & Governance	19.500	19.995	0.495	2.54%	0.639	-0.144
Programme Office	1.378	1.597	0.219	15.90%	0.186	0.033
Organisational Development	0.710	0.605	-0.105	-14.81%	-0.065	-0.040
Total Organisational Development & Change	2.088	2.202	0.114	5.46%	0.121	-0.007
Human Resources	2.788	2.538	-0.250	-8.96%	-0.112	-0.138
Skills Learning & Development	3.304	3.079	-0.225	-6.82%	-0.142	-0.083
Total People Services	6.092	5.617	-0.475	-7.80%	-0.254	-0.221
Communications	1.495	1.399	-0.096	-6.41%	-0.104	0.008
Total Communications	1.495	1.399	-0.096	-6.41%	-0.104	0.008
Total Resources	177.643	172.947	-4.695	-2.64%	-3.532	-1.164



Service Area	Net Budget	Net Forecast Outturn	Net Forecast Variance	Net Forecast Variance	Q2 Forecast Variance	Movement from Q2
	£m	£m	£m	%	£m	£m
Chief Executive	2.103	0.998	-1.106	-52.58%	-1.019	-0.087
Corporate Budgets (Funding and Grants)	-8.538	-8.709	-0.171	-2.00%	-0.171	0.000
Total Chief Executive Services	-6.435	-7.711	-1.277	-19.84%	-1.190	-0.087
Total Resources and Chief Executive Services	171.208	165.236	-5.972	-3.49%	-4.722	-1.250

Resources – Forecast underspend £2.950m

5.01 The underspend relates to contingency and other central budgets which are normally utilised in year that have been held back in view of the in-year challenges facing the Council.

Corporate Budgets (Treasury Management) – Forecast to break-even

5.02 Whilst a break-even position is forecast, this contains the assumption that any under-delivery on the agreed £9m budget saving for treasury management will be offset by reserves as per the agreed budget decision.

Financial Services – Forecast underspend £1.438m

Exchequer Services – Forecast underspend of £0.317m

5.03 The forecast underspend predominantly relates to staffing as a result of vacancies that the service is experiencing and an overachievement of income.

Financial Management (Development and Schools) – Forecast Overspend £0.149m

5.04 The forecast overspend relates to staff cost pressures and the under – recovery of income. This pressure is partially offset by underspends across operational budgets.

Corporate Finance – Forecast underspend £1.021m

5.05 The underspend largely relates to early delivery of a saving relating to reducing contributions to the insurance provision. This saving was taken following a review of the provision level, meaning it was possible to deliver this saving early to support the overall pressure on the county council revenue budget position forecast for 2023/24.



Digital Services – Forecast overspend £0.562m

5.06 The total net approved budget for Digital Services in 2023/24 is £36.077m. As at the end of November 2023, the service is forecast to overspend by £0.562m.

5.07 The most significant forecast variances are explained below.

- Forecast underspends of c£0.800m relate to staff costs and vacant posts offset by c£0.800m to cover the cost of contractors and commissioning work from external providers/consultants. The service continues to experience difficulties in recruiting staff. Underspends are further offset by forecast under recovery of income of c£0.700m due to fewer requests for chargeable one-off change projects as opposed to business-as-usual work.
- Forecast overspends of c£0.200m relate to renewals (payments to third party suppliers for maintenance, support and licences). Of this overspends of £1.300m for Oracle licences are partly offset by non-recurring underspends on managed security operations of c£0.500m and underspends of c£0.580m across various other renewals. Additional funding of £0.756m was included in the budget from 2023/24 for managed security operations, however, the contract is expected to commence later in the year. An adjustment has been made in the medium-term financial strategy from 2024/25 for the increased cost of Oracle licencing.
- Forecast underspends of c£0.600m relate to infrastructure and desktop refresh.
- Education Services is forecast to overspend by c£0.200m following a fall in the number of schools buying back services, in particular broadband, and the cessation of provision of some other products/services in 2022/23.
- Forecast overspends of c£200,000 relate to various other expenditure and income across Digital Services.

Strategy and Performance – Forecast underspend £0.908m

Corporate Strategy & Policy – Forecast underspend £0.162m

5.08 The forecast is non-recurring and relates to staff vacancies, with the vacant posts expected to be filled towards the end of the financial year.

Facilities Management – Forecast underspend £0.135m

5.09 Forecast overspends predominantly relate to school catering (c£1.3m), as highlighted in the 2022/23 outturn report the service has faced unprecedented inflationary increases in their two main cost areas namely salary and food costs. To try to mitigate the financial position the service has taken a number of actions including increasing the selling price of meals in conjunction with school meal funding since April as part of their annual price review and are continuing to look at menu options and product changes to make cost savings without



affecting the quality of the meals provided and will continue to do so throughout the year. Despite this the size of the inflationary increases means there is still a significant budget pressure remaining in-year, but it is anticipated that the actions being identified will significantly reduce the scale of the financial challenge from 2024/25.

- 5.10 Offsetting this are lower than budgeted costs across the centralised property portfolio. Whilst we have seen a significant increase in property running costs particularly around gas and electricity, provision was made in the budget for these and other costs have not risen as much as was assumed, and so the overall forecast is likely to underspend. As we are only halfway through the year this position is still subject to change and will be monitored closely through the rest of the year, in particular spend on repairs and maintenance which can be particularly volatile.

Asset Management – Forecast Underspend £0.649m

- 5.11 Underspends relate to staffing as there are still many vacant posts across the service. Work is ongoing to recruit to these posts and the variance will depend on how quickly they are filled.
- 5.12 Partly offsetting these is an overspend on the property design and construction service. This team are income generating, predominantly delivering capital projects and work for schools and their income is generated based on fees earned from the projects delivered each year and as such can vary significantly. There is still some uncertainty as to exactly what projects will be delivered in final quarter of 2023/24 and this will be kept under review.

Law and Governance – Forecast overspend £0.495m

- 5.13 The total net approved budget for Law and Governance is £19.500m. As at the end of November 2023, the service is forecast to overspend by £0.495m.
- 5.14 The figures presented in the table above present the net budget position, however for the Registrars Service this does not fully represent the size of the budget, as the service contain a large expenditure budget and also has significant income levels which result in the very high percentage variance, however the variance is much smaller when you look at the gross spend of the service.

Coroners – Forecast overspend £0.469m

- 5.15 The rise in number of referrals continues and is compounded by the rise in costs in toxicology, funeral directors, and charges from the trust for storage. In addition, to these rises the service has had to enter into a new contract agreement to deliver CT scanning post-mortems which has increased the pressure on the budget.



5.16 The forecast overspend includes the anticipated pay award for National Joint Council (NJC) staff and the Joint Negotiating Committee for Coroners, of 3.5%.

Legal and Governance Services – Forecast overspend £0.240m

5.17 The forecast overspend is mainly due to income pressures across various areas within the service, slightly offset by some staffing underspends.

Registrars – Forecast underspend £0.214m

5.18 The forecast underspend is due to an improved position on income and underspend forecast on supplies and services, offset by an overspend on staffing budgets.

Organisational Development and Change – Forecast overspend £0.114m

5.19 As at the end of November 2023, the service is forecast to overspend by £0.114m due to staffing budget pressures in the Programme Office.

People Services – Forecast underspend £0.475m

5.20 The service is forecast to underspend by £0.475m largely due to overachievement of income and staffing underspends.

Communications Service – Forecast underspend £0.096m

5.21 The forecast underspend for the Communications Service relates to staffing costs, partially offset by overspends on ICT related costs.

Chief Executive Services – Forecast underspend £1.277m

5.22 The total net approved budget for Chief Executive Services in 2023/24 is - £6.435m and the forecast outturn position is an underspend of £1.277m. The reason this service has a negative budget is due to a budgeted contribution from the Transitional Reserve relating to the overall financial gap for the county council revenue budget.

5.23 The underspend relates to contingency and other central budgets normally utilised in year which have been held back in view of the in-year challenges facing the Council.



Appendix B

The County Council's Capital Financial Position

2023/24 Quarter 3

Capital Programme Monitoring – Quarter 3

1. Introduction

- 1.01 In February 2023 an indicative Capital Delivery Programme of £239.859m was agreed with Cabinet. This delivery programme figure has been revisited and, following confirmation of the final 2022/23 slipped delivery figures, subsequently approved additions and re-profiling of the programme have decreased the in-year programme to £159.123m.
- 1.02 The delivery programme is shown in Section 2 split by block. The delivery programme has been agreed with service heads and corresponds to the additional monies requested through the February 2023 budget setting process as well as reflecting current issues around the delivery of large-scale projects.
- 1.03 The project and programme managers are held accountable using the following actions:
- Detailed monitoring of the delivery programme throughout 2023/24 to ensure variances are reported in a timely manner and a robust level of challenge is provided to programme and project managers to ensure delivery remains on track.
 - Use of the budgetary control facilities in the new Oracle Fusion system.
 - Monitoring of projects to measure the ongoing effect of price increases between project design and project delivery.
 - Performance reports developed to enable the capital board to undertake this monitoring and challenge.

2. Delivery Programme

Table 1 – 2023/24 Capital delivery programme by block

Service Area	Delivery Programme agreed Feb 23	Changes to planned delivery	Total Delivery Plan for Monitoring
	£m	£m	£m
Schools (including DFC)	29.602	-0.953	28.649
Highways	48.650	-1.698	46.952
Transport	22.001	-3.363	18.638
Externally Funded Schemes	0.934	4.173	5.107
Central Systems & ICT	6.555	-0.543	6.012
Adult Social Care	16.715	1.459	18.174
Corporate - Property	18.500	-8.675	9.825
Economic Development	77.250	-64.566	12.684
East Lancs Levelling Up Fund	0.000	6.783	6.783
Vehicles	4.500	-1.201	3.299
Transforming Cities Fund	15.152	-12.152	3.000
Grand Total	239.859	-80.736	159.123

2.01 The current delivery programme has been set and is made up of the Cabinet agreed 2023/24 budget and an expected delivery amount for prior year schemes. The total delivery programme is £159.123m. The forecast spend for 2023/24 is £153.148m, giving a variance against the delivery programme of -£5.975m, c-3.75%. The variance is primarily the product of delayed delivery on some agreed schemes which has been offset where possible through earlier than originally planned delivery on some agreed schemes within the multi-year programme. Table 2 shows the delivery plan and forecast spend by block and a detailed narrative by block is provided in Section 4.

3. Delivery Programme

Table 2 – 2023/24 Capital outturn forecast by block

Service Area	Total delivery programme for 2023/24	Spend to date	Total Forecast spend	Forecast Variance
	£m	£m	£m	£m
Schools (exc DFC)	26.340	25.640	32.580	6.240
Schools DFC	2.309	2.677	3.569	1.260
Highways	46.952	33.012	44.800	-2.152
Transport	18.638	13.820	17.296	-1.342
Externally Funded	5.107	3.565	4.753	-0.354
Central Systems & ICT	6.012	1.597	2.004	-4.008
Adults Social Care	18.174	18.174	18.174	0.000
Corporate - Property	9.825	5.052	7.723	-2.102
Economic Development	12.684	6.147	7.978	-4.706
East Lancs Levelling Up Fund	6.783	1.116	4.116	-2.667
Vehicles	3.299	1.301	2.148	-1.151
Transforming Cities	3.000	5.018	8.007	5.007
Totals	159.123	117.119	153.148	-5.975

3.01 The forecast outturn spend for 2023/24 is £153.148m and funded from a combination of borrowing (£33.286m), Grants (£111.670m) and Contributions (£8.192m).

3.02 A summary analysis of the forecast variance by cause is shown in the table below.

Service Area	Forecast Variance	Underspends and potential underspends	Overspends and potential overspends	Slipped Delivery	Additional delivery
	£m	£m	£m	£m	£m
Schools (exc DFC)	6.240	-0.284	0.001	-2.291	8.814
Schools DFC	1.260	0.000	0.000	0.000	1.260
Highways	-2.152	0.000	0.000	-3.654	1.502
Transport	-1.342	-0.183	0.000	-5.473	4.314
Externally Funded	-0.354	-0.023	0.003	-0.745	0.409
Central Systems & ICT	-4.008	0.000	0.000	-1.187	0.000
Adults Social Care	0.000	0.000	0.000	0.000	0.000
Corporate - Property	-2.102	-0.060	0.000	-3.454	1.457
Economic Development	-4.706	0.000	0.552	-5.420	0.162
East Lancs levelling up Fund	-2.667	0.000	0.000	-2.667	0.000
Vehicles	-1.151	-0.007	0.004	-1.175	0.027
Transforming Cities	5.007	0.000	0.000	0.000	5.007
Totals	-5.975	-0.557	0.560	-26.066	22.952

3.03 The slipped delivery represents items which were agreed to be delivered in 2023/24 but have now been moved into future years and will require funding in those years. Additional delivery represents both items already approved for later years delivered early, which can compensate for the slippage above, and new items approved which represent additional funding requirements.

3.04 A more detailed narrative on the key items making up the variances by block can be found below in section 4 of the report.

4. Detailed Narrative

4.01 The forecast outturn variances by block from the budget for delivery in 2023/24, with comments by programme or significant project are as follows:

Schools (including Devolved Formula Capital (DFC))

4.02 The Schools capital programme (including DFC) has a 2023/24 delivery plan of £28.649m. Forecast outturn as at December 2023 is £36.149m, a variance of £7.500m.

4.03 A summary of the programmes within the Schools block is given below.

4.04 Basic need programme - There is an expectation of high delivery across basic need schemes in 2023/24, with the majority of projects progressing well. A conservative delivery plan was entered, with a contingency amount moved into next year, however with great strides made by colleagues to ensure timely delivery, along with favourable weather conditions and no serious delays, there is an expected £5.301m of additional delivery in this financial year.

4.05 The new primary school built at the former Higher Standen site in Clitheroe opened to schedule in September 2023, with the project now in the defects liability period, with an additional delivery variance of £0.614m forecast. The expansion at Colne Primet academy is also due for completion within this financial year and has seen no delays. This has resulted in an additional delivery variance of £1.941m. The construction works at Broughton-in-Amounderness CE primary school have been completed and the project is now in the defects period. This is ahead of the conservative delivery estimate and so has an additional delivery variance of £0.536m. Works at Clitheroe Bowland high school are due to complete on time and within the agreed maximum price. The main risk to this project is the weather, which could result in the required crane being unable to operate, however the new block is progressing well.

4.06 There are 2 2023/24 commissioned projects still working through early design and tender approval phases. Of these basic need feasibility projects, there is a forecasted slipped delivery variance of -£0.417m. There has been a delay in the feasibility works at Lea community primary school as planning consent is required, which has pushed back planned commencement from October 2023 to a target of January 2024. Works at Longridge high school are also delayed with works to start on site in mid-January 2024, resulting in a slipped delivery variance of -£0.150m.

4.07 Feasibility works for the demolition of Tulketh High School have been completed, with work starting on the 44-week project at the end of October 2023. This has caused an additional delivery variance of £0.454m.

4.08 Condition programme - Following a push on basic need schemes in this financial year, the expectation is that work on the condition programme will need to reduce and so a lower forecast has been agreed.

- 4.09 Condition programme work is undertaken during periods of school closure at termly breaks. Many projects progressed well over the summer and autumn termly breaks, resulting in an overall forecasted advanced delivery variance of £0.859m. Planned delivery is liable to change once contractors are engaged and work timetables agreed or when projects get to site, and unforeseen issues are exposed.
- 4.10 Roof replacement works at Morecambe Sandylands primary school are expected to incur a saving of -£0.284m. The project is currently in the defects stage with costs yet to be finalised.
- 4.11 High needs programme - A number of high needs provision projects have recently been added to the capital programme, with works anticipated for 2024/25. Whilst feasibility studies are being undertaken at the majority of sites, a few projects have started on design work, causing an additional delivery variance of £0.351m.
- 4.12 Devolved formula capital (DFC) - The DFC 2023/24 allocation has been passed onto schools, with spend exceeding the delivery plan, and a forecasted £1.260m additional delivery variance reported.

Highways

- 4.13 **The Highways capital programme has a 2023/24 delivery plan of £46.952m. Forecast outturn as at December 2023 is £44.800m, a variance of -£2.152m**
- 4.14 Delivery of the Highways programme is progressing well, in-particular the roads programme where forecast additional delivery of £1.346m is being reported across the rural, urban and ABC programmes.
- 4.15 Works within the 2023/24 moss road programme are yet to be programmed and it is unlikely that this work will be done over the winter months due to the ground conditions. This is forecast to cause a slipped delivery variance of -£0.350m.
- 4.16 The 2023/24 footway slurry seal programme is now forecast to be delivered in 2024/25 due to contractor availability, this forecasts slipped delivery at -£0.486m.
- 4.17 Four schemes in the walking and cycling programme have operational delays due to having to obtain consent from the Environment Agency and also complications with landowners, slipping -£0.237m into future years.
- 4.18 Issues with the tender have caused a delay to works on the vehicle restraint barriers programme causing -£0.234m of delivery forecast to slip into 2024/25.
- 4.19 A review of how bridge inspections are carried out has led to a pause in the work being commissioned, resulting in slippage of -£0.400m. There is also slippage of -£0.500m within the bridge maintenance programme due to access issues and the postponement of works to Lark Hill Lane bridge due to a

dangerous building nearby. Works to Hammerton Street Lower and Hugh Mill retaining wall have been paused while priorities in the storm damage programme are assessed, resulting in forecast slipped delivery of -£0.180m.

- 4.20 Within the storm damage programme slippage of -£0.559m is forecast across 3 schemes whilst drainage solutions and permissions are obtained. Works at Ackhurst Lodge are to be reprogrammed to 2024/25 as the opportunity to work in the river has passed, exploratory works at Bank Brow have been completed but construction works are awaiting a drainage solution. Work at Rams Clough culvert is awaiting the design to be finalised.
- 4.21 Works are currently being programmed to use the additional department for transport funding of £3.661m received for 2023/24. A total of £0.750m is now forecast to be spent on ageing infrastructure in the drainage programme thus averting the previously forecast overspend on that programme and £0.500m is forecast to be spent on replacing street lighting.
- 4.22 There are risks to the delivery across the whole programme with inflationary pressures still affecting the service. Structural defect numbers remain high, the costs of which are being closely monitored. The weather is also a risk, the uncertainty over weather forecasting means planning and budgeting for certain programmes is difficult, but it also impacts on road repairs as certain types of treatment can only be done within specific temperature ranges.

Transport

- 4.23 The Transport capital programme has a 2023/24 delivery plan of £18.638m. Forecast outturn as at December 2023 is £17.296m, a variance of -£1.342m.**
- 4.24 The safer roads schemes programme will see the installation of average speed cameras on five classified dangerous A roads in Lancashire. In partnership with Jenopitk, the highways teams have made excellent progress and it is expected that several of the cameras will be in use this year including those on the A581 and A588, testing permitting, ahead of schedule. This creates a forecast creating additional delivery variance of £0.343m.
- 4.25 A joint programme with West Lancs CC and Historic England to create the Ormskirk eastern gateway is almost complete with the 2023/24 delivery plan figure of £1.281m forecast to be spent in year which would then leave the remaining budget for the programme to cover retention fee payments in 2024/25.
- 4.26 In May 2023 the active travel programme was awarded a further £5.500m due to the successes to date and the quality of future plans, but it is anticipated the majority of this funding will be utilised in 2024/25. The 2023/24 delivery plan for the programme has a forecast additional delivery variance of £0.318m due to the faster than expected delivery on the Sandylands Morecambe scheme.

- 4.27 The bus service improvement plan programme will aim to create more bus priority measures, better quality information for all passengers in more places and improved frequencies of service including evenings and weekends. A budget of £1.400m was included in the 2023/24 delivery plan, but the programme has a forecast slippage variance of -£0.405m as a number of schemes are still waiting to progress beyond the advertisement/public engagement phase. These will now be delivered in 2024/25.
- 4.28 The M55 link road programme is designed to improve links between the motorway network and the Lytham St Annes area and is now forecast to open in the first quarter of 2024/25. The new dual carriageway will relieve congestion upon the current smaller routes in addition to supporting both the area's tourism and Blackpool airport enterprise zone. £6.000m was included for the 2023/24 delivery plan to move on from earthworks to construction with the residual funding to be required in 2024/25 and expenditure continues to be in line with that forecast.

Externally Funded

- 4.29 The externally funded capital programme has a 2023/24 delivery plan of £5.107m. Forecast outturn as at December 2023 is £4.753m, a variance of -£0.354m.**
- 4.30 The UCLAN masterplan is a project which is set to remodel the Adelphi roundabout area to accommodate a new large public square and a change to the junctions which includes the removal of the traffic signals. It is currently forecasting spend of £0.365m with a small slipped delivery variance falling into 2024/25. It is now expected the project will close in spring 2024.
- 4.31 The section 278 Burnley 'town2turf' project is set to improve pedestrian access from Burnley town centre to Burnley football club area. It is currently in the construction stage and is estimated to complete in July 2024. The scheme recently received an additional funding contribution of £1.063m to see it through to completion.
- 4.32 There are currently risks associated with the Longridge bus stop infrastructure improvements project with a forecasted figure of £0.094. It is planned for works to be underway towards the end of the 2023/24 financial year. However, if there are highway operational delays, it could mean that all works will be deferred to 2024/25.

Central Systems and ICT

- 4.33 The central systems and ICT capital programme has a 2023/24 delivery plan of £6.012m. Forecast outturn as at December 2023 is £2.004m, a variance of -£4.008m**
- 4.34 The Oracle fusion programme is now live, and the installation work formally closed. Future operations will concentrate on maintenance and continuous improvement and will be recognised as business-as-usual revenue

expenditure. The payments to suppliers up to the closedown of the capital project have been on budget for this year. No further payments are expected on the capital project and the final forecast expenditure amount is -£2.429m under the budgeted amount.

- 4.35 The project to upgrade the document handling service hardware, required as the previous system was no longer supported, is now completed, and utilised the full £0.031m budget for 2023/24. The ongoing project to upgrade the associated software has a delivery plan of £0.186m and it is forecast that -£0.136m of work will slip into 2024/25.
- 4.36 It is now forecast that the social care reform project to upgrade the Lancashire patient records system will progress in collaboration with the NHS to improve sharing of information. A delivery budget of £0.441m was included for 2023/24 although it expected that -£0.301m will slip into next year for the final completion.
- 4.37 The works on the customer contact centre system have been completed using the full delivery budget of £0.147m whilst it is anticipated the delivery of the replacement of the Genesys telephony platform will slip into 2024/25 causing a slipped delivery variance of -£0.744m.

Adults Social Care (ACS)

- 4.38 **The ACS capital programme has a 2023/24 delivery plan of £18.174m. Forecast outturn as at December 2023 is £18.174m, a variance of £0.000m.**
- 4.39 The disabled facilities grant (DFG) is capital funding for the provision of home adaptations to help older and disabled people to live as independently and safely as possible in their homes. An initial allocation of £16.715m was received for the year from the department for levelling up, housing and communities (DLUHC), however an additional £1.459m allocation was received from DLUHC in August 2023 increasing the full year allocation to £18.174m. The full amount for the DFG has now been fully passported to district councils to distribute.

Corporate – Property

- 4.40 **The corporate property capital programme has a 2023/24 delivery plan of £9.825m. Forecast outturn as at December 2023 is £7.723m, a variance of -£2.102m.**
- 4.41 The Bowgreave rise residential care home project proposes to increase affordable extra care schemes for older people in addition to supported housing apartments for younger adults with disabilities. The construction has now come to an end and the property is currently being utilised. The forecasted spend of £0.933m is in line with the 2023/24 delivery plan. The project is due to complete this financial year.

- 4.42 The initial 3rd floor construction works at Preston County Hall has now completed on time, however additional works are now being considered with a forecasted -£0.060 expected to slip into 2024/25 to cover these.
- 4.43 The general condition works which sits within the homes for older people programme includes the fittings of medical alerting systems within 15 buildings. The project is currently forecasting slippage of -£0.177m into 2024/25 as it is currently in the construction stage and delayed completion is now due in spring 2025.
- 4.44 The 'where our children live' scheme has an overall slipped delivery of -£0.664m. This is due to an amended delivery plan causing major delays. It is forecasted that the majority of the spend will now fall into 2024/25.
- 4.45 Phase 1 of the pitched roof replacement project at Preston Ribblebank day care centre has an additional delivery of £0.208m. Works have now been handed over and the project is currently in the defects and liability stage.
- 4.46 The three main programmes of work within corporate property are all forecasting net slipped delivery variances. The operational premises programme has a forecast net slipped delivery variance of -£0.487m across 29 active projects, the building condition programme has a forecast net slipped delivery variance of -£0.439m across 24 active projects and the works to operational premises has a forecast net slipped delivery variance of -£0.449m across 11 active projects. This reflects the changing priorities within the corporate property block throughout the year.

Economic Development

- 4.47 The economic development capital programme has a 2023/24 delivery plan of £12.684m. Forecast outturn as at December 2023 is £7.978m, a variance of -£4.706m.**
- 4.48 Samlesbury Enterprise Zone will be a national centre of excellence for advanced engineering and manufacturing related companies. Work is continuing into 2023/24 with works on zone B and C earthworks now progressing, expected to run until May 2024. This has been made possible following the removal of the remaining 4,500 tonnes of coal tar, which is to be treated and recycled for use on the Heyhouses M55 project. Work on zone D and the creation of access to plot 9 is also now approved and commenced at the end of September. The lengthy commencement for the earthworks plus the delay in landscaping and tree planting has resulted in a forecast slippage variance of -£3.308m which will be required in 2024/25.
- 4.49 The grant funded low carbon investment projects has a delivery plan of £0.463m as work progresses to identify energy savings options in council buildings, including White Cross and Lancashire business parks. Works will also include the early implementation of low carbon technologies as examples at key development sites including Lancashire Central and Samlesbury enterprise zone. Delays caused by heat pump installers being reticent to quote

have been resolved and it is expected that all projects will have a signed grant funding agreement by March 2024 with installation completed in 2024/25, creating a forecast of -£0.364m of slipped delivery.

- 4.50 The Farrington programme which in partnership with Lancashire cricket club will see the site host a number of county level cricket matches and become the centre of excellence for women's cricket in Lancashire. Whilst final approval was awaited a delivery budget of £1.702m has been approved to undertake further necessary planning and the initial site clearance. Actuals to date are £1.014m. against this budget. Planning has now been achieved and the build contract for the first phase has begun. The majority of the £12m for this phase will be in 2025/26 and we are working with consultants to detail the phasing of this spend.
- 4.51 Revised plans have been submitted for the Lancashire Central site at Cuerden in conjunction with Maple Grove Developments which will include commercial and housing areas on the site. The programme has a forecast slipped delivery variance of -£0.574m due to the delayed commencement and it is forecast that the programme will require significant increases in funding in 2024/25 as works progress to begin construction.
- 4.52 The annual contribution to the City Deal has been completed but those to Brierfield mill, and Lomeshaye industrial estate have not been drawn down by the projects so have slipped to be required in 2024/25 creating combined slippage of -£0.633m.

East Lancashire levelling up fund (East Lancs LUF)

- 4.53 **The East Lancs LUF capital programme has a 2023/24 delivery plan of £6.783m. Forecast outturn as at December 2023 is £4.116m, a variance of £2.667m.**
- 4.54 The East Lancs LUF is a programme of works agreed in March 2023 as part of the national levelling up programme. Work in 2023/24 will be focused on development and case-making work as agreed with the Department for Levelling Up, Housing and Communities (DLUHC), with a full business case to be submitted in May 2024 which will support the wider programme of c£50m. If the business case is approved, the delivery of this will be in later years and added onto the delivery plan when agreed and as per the agreed delivery profile.

Vehicles

- 4.55 **The vehicles capital programme has a 2023/24 delivery plan of £3.299m. Forecast outturn as at December 2023 is £2.148m, a variance of -£1.151m.**
- 4.56 Slippage of -£1.175m has been forecast within the vehicle replacement programme, largely due to procurement issues for electric fleet vehicles and manufacturing delays for the 10 Renault master minibuses on order.

- 4.57 Substantial orders totalling £5.903m are expected to be placed throughout the remainder of 2023/24 with anticipated vehicle delivery in 2024/25.
- 4.58 The delivery plans for 2023/24 onwards will continue to deliver LCC's vehicle replacement strategy to ensure that all LCC owned vehicles are fit for purpose and repaired or replaced at the most cost-effective time.

Transforming Cities Fund (TCF)

- 4.59 The TCF capital programme has a 2023/24 delivery plan of £3.000m. Forecast outturn as at December 2023 is £8.007m, a variance of £5.007m.**
- 4.60 There has been confirmation of support from the DfT to fund the development of the full business case for Cottam Parkway project, so work is forecasted to accelerate on this project from quarter 3 onwards. There is no agreement yet on the funding of the full delivery of this project due to the timescales anticipated for delivery no longer being co terminus with TCF programme and discussions with Dft around this will continue.
- 4.61 Discussions are also ongoing with the DfT regarding whether the delivery of the technology package can be achieved. Costs on the whole of the TCF project have materially increased since the original business case was presented, largely due to pressures caused by external price increases.
- 4.62 The transforming ringway scheme in Preston is due for completion in 2023/24.

Scrutiny Management Board

Meeting to be held on Tuesday, 16 April 2024

Electoral Division affected:
(All Divisions);

Corporate Priorities:
Delivering better services;

Budgeted Savings Tracker

(Appendix 'A' refers)

Contact for further information:

Gary Halsall, Tel: (01772) 536989, Senior Democratic Services Officer,
gary.halsall@lancashire.gov.uk, Neil Kissock, (01772) 534286, Director of Finance,
neil.kissock@lancashire.gov.uk,

Brief Summary

A revised report on the tracking and delivery of savings agreed by Full Council in the current and previous financial years is provided.

Recommendation

The Scrutiny Management Board is asked to:

- (i) Consider and comment on the savings tracker and progress with delivery as set out at Appendix 'A'.
- (ii) Determine whether further or in-depth scrutiny should happen in relation to any of those savings specifically identified and set out in the body of this report.

Detail

At its meeting on 16 January 2024, the Scrutiny Management Board received an update on the delivery of savings agreed by Full Council and how the plans were proceeding with implementing those savings where the Board felt there were challenges in realising delivery. During consideration of the report, it was noted that an assessment was due to be undertaken on the budgeted savings through the Finance Monitoring Boards. Following receipt of this advice, the Board agreed that a revised report be presented to the next scheduled meeting of the Scrutiny Management Board on 16 April 2024.

Following the meeting of Scrutiny Management Board held on 16 January 2024 the chair requested further detail in respect of the following savings:

- SC508/ASC025 – Different models of Supported Accommodation
- ASC026/SC511 – LD Enablement
- SC504 – Continuing to build on the Passport to Independence – Reablement
- A009 – Living Better Lives in Lancashire (LBIL)
- SC034 – On Street Pay and Display
- SC013 – Bus Shelter Advertising

A brief explanation of the planned changes (including the original savings proposal) is provided and in addition details relating to any barriers that there may be to achieving the desired outcome, whether there are any emerging or recent issues affecting delivery, and the progress that has been made since January 2024.



1. SC508/ASC025 – Different models of Supported Accommodation

1.1 Agreed Savings Templates

The original templates that were agreed by Cabinet in relation to this saving are shown below. The saving combines the templates with references SC508 and ASC025.

Reference - SC508

Service Name: Adult Services (Mental Health and LD&A Joint Budget Options)		Modernisation of Supported Housing		
Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23		2019/20		
Gross budget 2018/19		£152.043m		
Income 2018/19		£12.668m		
Net budget 2018/19		£139.375m		
Budget Change and Profiling (discrete year):				
2019/20	2020/21	2021/22	2022/23	Total
£m	£m	£m	£m	£m
-0.158	-1.131	-1.303	-1.303	-3.895
<i>Savings span a 5 year period over this current timeframe with a total potential saving of target £6.6m stretch £9.9m</i>				
FTE implications:				
Temporary:				
2019/20	2020/21	2021/22	2022/23	Total
13.00	0.00	-13.00	0.00	0.00
Investment Required (Invest to Save):				
Establish a separate team of Social Workers dedicated to the management of the transfer of adults with learning disabilities, autism or mental health needs into flat schemes from other service settings e.g. from residential care or shared housing settings..				
1 Team Manager (Grade 10)				
1 Senior Social Worker (Grade 9)				
6 Social Workers (Grade 8)				
3 Social Care Support Officers (Grade 6)				
In addition, 2 Grade 12 posts (or Consultancy Equivalent) for 2 years to lead on the strategic development of the new Models of Support through development with Housing Associations & Developers and Strategic Housing Leads.				
Temporary:				
2019/20	2020/21	2021/22	2022/23	Total
£m	£m	£m	£m	£m
0.529	0.529	0.000	0.000	1.058



<p>Decisions needed to deliver the budgeted savings</p>	<p>In line with Lancashire's Care and Support Strategy 2018 – 2025, and the Council's recently approved Vision document, entitled "Care, Support and Wellbeing of Adults in Lancashire"</p> <ol style="list-style-type: none"> 1. Approve the 'Vision' to modernise the provision of supported housing and offer more flat schemes with a recognition that many people's expectations are to live in their own self-contained accommodation with their own front door with good access to community facilities. 2. Approve the approach to decommission some 1,2 and 3 person tenancies for those people to move to flat schemes 3. Approve the establishment of a social work team, specific to this modernisation work 4. Approve the establishment of 2 Grade 12 posts/Consultancy Equivalent for 2 years as Strategic Leads for this work. 5. Approve an under occupancy policy to manage the significant voids in supported housing
<p>Impact upon service, other LCC services, service users and external partners</p>	<ul style="list-style-type: none"> • Service – the vast majority of supported housing is currently represented by shared households. This proposal will change the balance of provision by providing more flat scheme accommodation. The number of shared houses will reduce, particularly those for less than 4 people and single tenancies. <p>Alongside this, the proposal will look at how night support is delivered across all supported housing types, with a view to reducing or removing staff support in some settings and replacing with more flexible and innovative methods, e.g. telecare assistive technology, roving night support.</p> <ul style="list-style-type: none"> • Citizens with disabilities or mental health needs – The development of new flat scheme accommodation will present opportunities for people to move out of their current setting to new purpose built flat schemes which would offer cost savings to the Council. This could be from residential care or from shared housing. Service users will have more choice about where they live. The following priority groups have been identified : <ol style="list-style-type: none"> a) Individuals currently supported in unsuitable or high cost single tenancies b) Individuals currently supported in 1/2/3 person tenancies where there are higher support costs (compared to flat schemes) and/or compatibility



	<p>issues between service users.</p> <ul style="list-style-type: none"> c) Individuals in under occupied properties to reduce the replacement of housing benefit revenues due to vacancies and support void costs. Implementing the use of the under occupancy policy where appropriate. d) Individuals currently supported in residential care who may want to return to Lancashire if placed out of County or may be unaware of alternative models of support available e) Individuals with urgent risks & safeguarding issues f) New demand e.g.young people transitioning from children's services <p>In some settings (typically shared housing), overnight staff presence will reduce or be removed altogether if there is no identified need or where the needs can be met by other means, e.g. telecare, roving night support.</p> <ul style="list-style-type: none"> • External Partners - to work with care and support providers and housing providers/developers to build a range of high quality Housing with Care and Support schemes across Lancashire and to work with current providers to identify more efficient and effective ways of delivering support.
<p>Actions needed to deliver the service change</p>	<ul style="list-style-type: none"> • A strategic review of current flat schemes to identify gaps in provision across the county. • Identify service users in residential care and shared housing (in particular, 1, 2 and 3 person tenancies) to move to flat scheme accommodation • Produce a specification, listing key requirements for new flat schemes with regard to factors such as size and location. • Develop a Supported Housing approved list of care and support providers meeting a quality threshold. • Remodelling of some existing flat schemes and enabling them to realise their full potential, including changing how placements are commissioned with a much more transparent and equitable model. • Change the way supported housing is commissioned, moving to a model whereby all service users contribute equally towards background support. Apply this model to all new and existing schemes • Having an open dialogue with district councils and housing developers to identify suitable sites for new build schemes • Establish a separate and distinct social work team to manage and facilitate service users moving to new



	<p>flat schemes. This will involve service users moving from residential care and shared housing.</p> <ul style="list-style-type: none"> • Develop a decommissioning plan for housing which is of poor quality or unsuitable to meet people's needs and where there are long standing vacancies, in line with the Under occupancy Policy • Only commission residential care as a last resort • Map current night support look for patterns and close proximity. Night time support is provided on an individual house basis but there is an opportunity to look more strategically at sharing night time support between a number of houses in close proximity – either with the same provider or with different providers. • Improve access to technology e.g. telecare, big button press system to alert workers and or other monitoring/reporting systems for night time support • Look to provider innovation around proposals for night time support. Providers have volunteered proposals on an ad hoc basis around reductions in support. This needs to be formally communicated to the provider market and introduce incentives for providers to come forward with proposals.
Is external consultation required	No

What are the risks associated with this change and how will they be mitigated	Risk	Mitigation
	1. It is intended that housing providers/social landlords will invest and build the flat schemes with no financial contribution from the Council, either for build costs or for payment of rent for vacancies. The risk therefore is that this is unacceptable for developers to proceed.	Research with other Councils and preliminary discussions with local housing providers has shown housing providers are fully prepared to accept the financial risks when working in partnership with the Council.
	2. People do not move from their current setting into new flat schemes including resistance to change from service users, families, etc	In order to maximise the accommodation options for people, this will require a partnership approach from service users, carers, service providers and statutory agencies and so will require a communication strategy that ensures the correct



		<p>people are fully informed and enabled to have a voice during this period of change. Also, the impact to people who could potentially be identified as suitable for moving into flat schemes would need to be addressed. Advocacy services will be required for some service users and best interest decisions may need to be taken which would have implications for the length of time this would take.</p> <p>A tenant will not give notice on a tenancy until a suitable alternative has been identified and a timescale for moving agreed with all parties.</p>
	<p>3.National guidance, e.g. 'Building the Right Home' guidance in 2016 states that</p> <p><i>"Housing with 6 or more people can quickly become institutionalised and Commissioners should carefully consider the service design when creating schemes of multiple units within close proximity to ensure the service enables the tenants to have control over where they live and who provides their support"</i></p> <p>Size of schemes is also reflected in the national guidance 'Building the Right Support' issued in 2015 and endorsed by the Care Quality Commission who work to these guidelines when dealing with registration requirements of supported</p>	<p>Having ongoing discussions with CQC. Also, research with other Councils has shown that if the scheme is built with the correct ethos in line with national guidance then larger schemes are acceptable.</p>

	housing schemes.	
	4. The anticipated savings are not realised due to unexpected costs	Being clear at the outset around the model of support for background and individual support and having signed agreements with providers around issues such as no financial responsibility for vacancies.
	5. If there are any mental capacity issues around a proposed move to a flat scheme, this could involve the Court of Protection and lengthen timescales which may then impact on keeping the vacancy open until the issues are resolved	Involving mediation/advocacy at an early stage may prevent the need for more formal proceedings
	6. Lack of staff resources to carry out assessments and facilitate moves to flat scheme accommodation	Recruitment of a specific social work team with a defined remit for this project
	7. Legal implications in relation to Housing Management Agreements (HMA) or Support Contracts - In some circumstances there may be legally binding obligations within an HMA or a Support Contract which prevent the Local Authority or Support Provider from ending the HMA early.	This should not prevent consideration being given to the suitability of an individual to remain in a tenancy if it does not meet their needs. The Terms of each HMA will be subject to review and where possible an HMA will be renegotiated with the Housing Provider to ensure that it is fit for purpose.
Is an Equality Analysis required and, if so, has one been undertaken?		Yes



ASC025 – LEARNING DISABILITY SUPPORTED LIVING PLACEMENT VOIDS

Service Name:	Learning Disability & Autism – Supported Living Placement Voids		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£105.970m		
Income 2017/18	£7.421m		
Net budget 2017/18	£98.549m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.250	-0.250	0.000	-0.500
FTE implications:			
2018/19	2019/20	2020/21	Total
<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
Decisions needed to deliver the budgeted savings	<p>Across Lancashire, there are about 2,000 people with learning disabilities and/or autism living in supported living. Over time and for many reasons a significant number of vacancies arise and build up in these tenancies, in excess of 150 and rising each year. These vacancies mean many of the supported accommodation arrangements do not represent best value for the local authority as we pay some existing support costs and also in some cases housing benefit rent voids or for the tenants with increased bills etc.</p> <p>Agree to apply the existing under-occupancy policy to all schemes with voids and review schemes which are no longer fit for purpose and unlikely to be filled to reduce the overall capacity by around 50 vacancies. This will significantly reduce LCC exposure to rent & support void liability.</p> <p>Agree to reduce the provision of traditional supported accommodation to the required level, but will still leave the Authority with sufficient supported living options to meet current and future demand.</p> <p>Agreement to direct Learning Disability & Autism Remodelling & Review Team staffing resource to this</p>		



	<p>project (September 2017) Agreement of policy principles (October 2017)</p> <p>Agreement to put a Supported Housing Framework in place (2018)</p> <p>Agreement to enhance the use (and revisit the policy to charge for) assistive technology (March 2018)</p>
Impact upon service	<p>This proposal (to apply the under-occupancy policy) is already underway. It should be noted that due to existing Housing Management Agreements that are on place it may take longer to cease some arrangements, but work is being undertaken with Housing Providers to try to reach a mutual agreement to cease any punitive arrangements.</p>
Actions needed to deliver the target savings	<ul style="list-style-type: none"> • Update the "cost/benefit" analysis of termination/continuation of HMA's • Accommodation Strategy amended to reflect future plans • Review of all service users in under-occupied schemes • Review of all current schemes to determine those not fit for purpose • Negotiation with Housing Providers to terminate existing agreements • Demographic analysis to determine future requirements • Stakeholder consultation

What does this service deliver?

Many adults with learning disabilities live in supported accommodation. These are ordinary houses where usually 3 or 4 people live together with a 24 hour staff team employed to support them. Most of these services are run by independent agencies, either voluntary organisations or private sector organisations but there are also significant supported accommodation services run by the County Council itself and by NHS.

Across Lancashire, there are about 2,000 people with learning disabilities and/or autism living in supported living. Over time and for many reasons a significant number of vacancies, in excess of 150 and rising each year, have built up. These vacancies mean many of the supported accommodation arrangements do not represent best value for the local authority. The running cost of bills for the remaining tenants is also more expensive.



1.2 Progress Update

In 2022/23, the agreed savings associated with SC508 & ASC025 – the total savings target over a period of 8 years is £8.3m across Learning Disability and Autism Service, with £3.7m delivered by the end of the 2022/23 financial year.

The main focus of the original savings were to:

1. Decommission underoccupied settings 2,3,4 bedroomed traditional shared houses.
 - To date 198 units of underoccupied accommodation have been decommissioned to date. Moving individuals into more appropriate and cost-effective accommodation that promotes independence.
2. Develop apartment and bungalow settings with their 'own front door' which were are more cost effective to LCC and promote independence and choice.
 - To date we have developed 156 new homes across Lancashire (apartments and bungalows with shared support)
 - New settings provide VFM and demonstrable savings -
 - **Ave cost per person per week - £1,204**
 - **Weekly cost - £2,285,192**
 - **Average cost per person in apartment setting £972 per week**
 - **Average cost per person in traditional settings £1,250 per week**
3. There are 152 new homes in the pipeline for the next 36 months.
4. Void costs are now transparent – allowing them to be managed more proactively, to decommission, re-let or consolidate where appropriate.

Vacancies have been reduced and a new 'Pathway to Accommodation' and a new web based Supported Housing Platform developed to allow staff to view existing vacancies through a 'Right Move' style system developed by LCC IT Team which will enable more efficient allocation of vacancies and improved reporting and performance management of supported housing.

The forecast cost of voids for 2023/24 is £4.836m.

Whilst void costs appear to have increased, they are now transparent and not hidden amongst other tenants' packages of care. Previous work has demonstrated the overall budget has not increased by the same amount over the same period.

Void costs are not a cashable saving, savings are achieved when a property is decommissioned not through filling a vacancy.

£799k of this forecast is attributed to rent voids with the remaining amount a support void.



5. Housing LIN completed a new 'needs' assessment in 2023 which demonstrated needs for working aged adults with Learning Disability, Autism, Mental Health or Physical Disabilities

- 550 units of accommodation with support for people with learning disabilities and autistic people, eligible for support from LCC by 2033/34
- 250 units of accommodation with support for working age adults with serious mental health needs by 2033/34
- 190 units of accommodation with support for adults with physical disabilities/long term conditions by 2033/34

Challenges

- a. Ageing Population – 62% of occupants in shared properties with vacancies are aged over 60 years, the majority of new referrals are under 30 years of age and compatibility is proving an issue.
- b. Shared housing stock is no longer fit for purpose – due to the ageing population, age related health and mobility issues and safe fire evacuation is proving problematic, with some shared houses no longer meeting requirements.
The vast majority of shared houses were purchased for groups of people leaving large hospitals / institutions around 25 years ago, are no longer meeting individual or aspiring needs of younger people and their families.
- c. Building and fire regulations have changed significantly over recent years with far greater oversight of supported housing for vulnerable adults with greater staffing requirements for shared housing required.
- d. LCC signed a large number of Housing Management Agreements with registered housing providers (often between 15-20 years) on leasehold properties which continue to accrue void rental costs which LCC have to pay until the property is vacated. 192 units of accommodation / properties have been decommissioned resulting in savings on voids.
- e. Capital investment or land is required to undertake the development of housing with care and support at scale.

2. ASC026/SC511 – LD Enablement

2.1 Agreed Savings Templates

The original templates that were agreed by Cabinet in relation to this saving are shown below. The saving combines the templates with references ASC026 and SC511.

ASC026 – LEARNING DISABILITY ENABLEMENT

Service Name:		Learning Disability & Autism - Enablement	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£105.970m	
Income 2017/18		£7.421m	
Net budget 2017/18*		£98.549m	
*Total LDA commissioned care within pooled fund budget			
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.161	-0.929	-0.283	-1.373
FTE implications:			
2018/19	2019/20	2020/21	Total
<i>18.00</i>	<i>0.00</i>	<i>0.00</i>	<i>18.00</i>
Decisions needed to deliver the budgeted savings	<p>Agree to the creation of a new service to deliver outcome focussed, time limited enablement support to adults using existing social care services, with a particular focus on adults with learning disabilities to become more independent and less reliant on formal paid support.</p> <p>Agree to establishment of new team at a cost of c£0.591m to implement the invest to save proposal.</p> <p>This is an invest to save programme over a 2 year period.</p>		



Impact upon service	<p>This would be delivered to adults with learning disabilities living typically in supported living settings, but also to those living within families and in receipt of council services and also to those in transition to adult services.</p> <p>The function of the service is to deliver time limited enablement, which will improve the ability of the adult to live more independently and either avoid higher cost packages being arranged early on (as in transition group) or lead to a reduction in the level of packages of care for those in e.g. supported living.</p>
Actions needed to deliver the target savings	<ul style="list-style-type: none"> • Recruitment of a new team as detailed above. • Consultation with providers and other stakeholders regarding the service, the process and where this fits with the supported housing framework and remodelling activity.

What does this service deliver?

The function of the Enablement service is to teach adults with learning disabilities new skills that will lead to improvements in their ability to live more independently and a decrease in the need for a service.

Adults with disabilities often need support with everyday living skills such as laundry, cooking, travelling safely and managing money. The function of the new service will be to assess an individual's potential to become more independent and to then be taught and learn new skills through a bespoke enablement plan designed by the team. The team will provide both direct support during the period of enablement and work closely with providers of services to support them to deliver the enablement plans.

The proposal for the new service has arisen from the design phase of the Adults Passport to Independence Programme. During the design period a small pilot was undertaken with individuals in different settings; family home, shared lives, supported living to test the potential and benefits for increased independence. The outcome determined that 89.5% adults with learning disabilities could be living more independent lives.

The enablement team will work closely with the learning disability and autism service remodelling and review team. The review team will refer individuals to the service who have the potential for increased independence will then undertake a review following the period of enablement to reflect any changes required to the overall package of care.



Reference – SC511

Service Name: Learning Disability & Autism - Enablement		Enablement		
Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23		2019/20		
Gross budget 2018/19		£152.043m		
Income 2018/19		£12.688m		
Net budget 2018/19 (Net budget 2017/18*)		£139.375m		
*Total LDA commissioned care within pooled fund budget				
Budget Change and Profiling (discrete year):				
2019/20	2020/21	2021/22	2022/23	Total
£m	£m	£m	£m	£m
0.000	-0.579	-0.785	-0.009	-1.373
FTE implications:				
2019/20	2020/21	2021/22	2022/23	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
Recurrent:				
2019/20	2020/21	2021/22	2022/23	Total
£m	£m	£m	£m	£m
0.000	0.000	0.540	0.000	0.540
<i>*Please note that this is an extension to the funding of current staff – therefore no FTE is included.</i>				
Decisions needed to deliver the budgeted savings	Funding for Enablement Service to continue to 2022/23. This service allows people to live more independently.			
Impact upon service, other LCC services, service users and external partners	<p>This service will increase independence and mean less reliance on formal paid care and thus savings from reduction in packages of care.</p> <p>It may reduce income for some providers of services to this group, but it will also free up some workforce capacity.</p> <p>It will increase esteem and well-being of those benefitting from the service, but in the short run it may cause some anxieties among carers and family</p>			



Actions needed to deliver the service change	This is an extension of an existing fully staffed service to deliver further savings. Consultation and communication took place prior to the implementation of the service with providers as part of the learning disability passport to independence programme.
Is external consultation required	No
What are the risks associated with this change and how will they be mitigated	That the numbers and volumes of referrals are not sufficient or that the level of average package reduction is not as predicted. The mitigation is that demand projections for transition to adult services have been undertaken. That the current findings are that there opportunities to increase independence in adults and reduce packages of care by the enablement approach.
Is an Equality Analysis required and, if so, has one been undertaken?	No, one is not required, this is an extension of budget option ASC006 Cabinet approved in September 2017.

2.2 Progress Update

The saving was originally agreed by Cabinet in September 2017 and extended in December 2018. The proposal was to increase independence for individuals and lead to less reliance on formal paid care and thus provide some financial savings from a reduction in the cost of packages of care. It also increases esteem and well-being of those benefitting from the services. The saving agreed an extension of an existing fully staffed service to deliver further savings. Consultation and communication took place prior to the implementation of the service with providers as part of the original learning disability passport to independence programme.

The saving proposal was agreed as part of the 2018/19 budget and is profiled for delivery to continue over 5 financial years, with the last year of savings forecast to be 2022/23. The total saving built into the budget as part of this proposal is £2.746m, with £1.553m delivered by the end of 2022/23. Savings have continued to be delivered in 2023/24 with a final position to be confirmed as part of the outturn report. The delays in delivery of the saving compared to the original profile were as a result of the pandemic.

The service continues to deliver financial savings and positive outcomes for individuals in terms of increased independence, but there is a likelihood of a small amount of delayed delivery in 2023/24 which the service is confident will be made up in 2024/25 and mitigations have been identified to offset the impact in 2023/24. The



outcomes from the service are subject to detailed monitoring and review through the Adult Social Care Finance Board. At this stage the service are confident that the savings will be delivered, however they are approximately 6 months behind the agreed profile due to recruitment and retention challenges. However, having undertaken positive recruitment activity recently, it is anticipated that the delivery of this saving will progress and reach the agreed levels.

As part of the recent peer review the feedback in relation to the enablement service was particularly positive with good outcomes for service users being achieved.

As part of the savings proposals included in the 2024/25 budget, a further saving has been included relating to enablement, which will result in a further saving of £1.662m by the end of 2025/26. This saving will be slightly delayed due to recruitment and retention challenges, however as noted above, following recent positive activity it is now anticipated that the saving delivery will progress with the agreed savings being delivered.

3. SC504 – Continuing to build on the Passport to Independence – Reablement

3.1 Agreed Savings Templates

The original template that was agreed by Cabinet in relation to this saving are shown below.

Reference - SC504

Service Name:	Adult Social Care, Social Care Service – Reablement			
Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23	2019/20			
Gross budget 2018/19	£247.804m			
Income 2018/19	£85.717m			
Net budget 2018/19	£162.087m			
<i>The budget includes all commissioned packages of care spend as successful reablement will reduce elements of spend under all commissioned care activity. LCC currently invest £6.8m in the reablement contract and LCC reablement OT staffing funded via BCF.</i>				
Budget Change and Profiling (discrete year):				
2019/20	2020/21	2021/22	2022/23	Total
£m	£m	£m	£m	£m
-3.577	-4.210	-0.042	0.000	-7.829
FTE implications:				
2019/20	2020/21	2021/22	2022/23	Total
8.00	0.00	0.00	0.00	8.00
Investment Required (Invest to Save):				
2019/20	2020/21	2021/22	2022/23	Total
£m	£m	£m	£m	£m
0.310	0.000	0.000	0.000	0.310
Decisions needed to deliver the budgeted savings	<p>Endorse and approve funding on an invest to save basis for 5 additional permanent Grade 6 SCSO posts to facilitate and sustain an increase in volume of people moving through Reablement.</p> <p>Endorse the creation of 3 Grade 10 posts for Community Occupational Therapy, netted off the Reablement service challenge savings. The previous transformation of the management tier of Reablement absorbed all the Community OT management, leaving the service without this necessary tier. Creation of these posts will rectify</p>			



	<p>this, and enable the effective delivery and function of the community OT service.</p>
<p>Impact upon service, other LCC services, service users and external partners</p>	<p>The focussed performance management of the Reablement teams and service through the application of Passport to Independence methodology will continue, to achieve the service challenge targets.</p> <p>It is expected that there will be positive key benefits as detailed below:</p> <p>Services: The continued expansion of Reablement will impact positively on other services across Adult Social Care by enabling greater numbers of existing and potential service users to become as independent as possible and reduce reliance on formal support, releasing domiciliary care capacity back into the market.</p> <p>Service Users: The expectation is that more people will have access to Reablement to achieve their optimum level of independence, resulting in a reduced or no need for formal support and an improved quality of life.</p> <p>Partnership Working: Discussions will be held with NHS partners regarding therapy input to agree timely and appropriate support to enable the model to operate in the most effective way possible, making best use of NHS and LCC therapy staff.</p> <p>There are inter-dependencies and connections in this service challenge to the following:</p> <ul style="list-style-type: none"> • Significant links into the Discharge to Assess ((D2A) see Acute and Intermediate Care Service Challenges) pathways, specifically 'Home First' as this will in most cases be the 'front end' of the route into Reablement. • Lancashire Intermediate Care Review and subsequent Service Challenge • Single Handed Care Service Challenge • Review of and onward decisions on Improved Better Care Fund (iBCF) funded Night Time Support service • Identification of sustainability funding of all iBCF schemes relating to Hospital Discharge/Admission Avoidance • Review of the capacity of the existing contract to sustain an additional 4000+ service users • Community Residential Care Service Challenge • Pennine Discharge, Community & Intermediate Care

	<p>Project</p> <ul style="list-style-type: none"> • Central Lancashire Urgent & Emergency Care Improvement Programme • Transformation of LCC Community OT programme
<p>Actions needed to deliver the service change</p>	<p>There are a number of key actions to be taken to achieve the increased volume & effectiveness through the service in order to realise the savings target. These are set out in a 2-phased approach as below:</p> <p>Phase 1 – Operational Changes within the service</p> <ul style="list-style-type: none"> • Additional posts identified based on assumptions made using established methodology. • Redesign of the way occupational therapy operates within the service, and the structure that supports it • Once additional SCSO posts and redesigned existing OT posts are approved, undertake quick recruitment to commence the improvements • Work with the Reablement providers to operate a 'Trusted Assessment' model that supports the expansion of the service. • Implement a range of operational actions identified as necessary to deliver the service challenge, including 'live-time' data oversight and reporting, effective and innovative decision-making, and increased promotion of the service, its ethos and importance with all partners. • Implement a range of identified actions that will ensure best and most effective use of staff across all organisations within the scope of the Reablement service, and ensure appropriate use of the service by all referrers. <p>Phase 2 – establish the capacity required within the provider contract and amend if required</p> <ul style="list-style-type: none"> • Early indications are that the expansion to 8,112 people using the service each year is possible within the existing service delivery contract. This is based on the assumption that the 'Time to Re-able' remains at an average of 37hours per person. A live time dashboard is required to performance manage this. • Continue to monitor and review in line with expansion to the 8,112 people, plus other new developments that may impact on the requirement for Reablement • As we near the expanded volume, review the operational opportunity to expand even further including the financial benefit of doing so.



	<ul style="list-style-type: none"> Continue all key actions within phase 1
Is external consultation required	No
What are the risks associated with this change and how will they be mitigated	<p>Whilst improvements have already been delivered, there have been significant challenges in developing and ramping up the service so far. There are risks to achieving further expansion and effective outcomes.</p> <p>Risk that we may be unable to secure consistent agreement and commitment across Lancashire with regard to therapy input. Risk that even with significant investment in improving quality, referrals won't improve to the necessary level. Mitigation: promote this work at all levels and gain buy in and commitment from Senior NHS partners across Lancashire. Monitor, review and address with partners where risks are not being mitigated.</p> <p>Risk that funding will not be agreed for additional SCSO posts into the service to support it to expand. Mitigation: work will be undertaken to achieve as far as possible with the existing resource, however if funding is not agreed, this risk cannot be mitigated.</p> <p>Risk there is insufficient funding for the newly designed Occupational Therapy posts Risk of inability to recruit into the newly designed Occupational Therapy posts in Reablement Risk of non-agreement to creation of the linked 3 Community OT Grade 10 posts Mitigation: Redesign work on the Reablement therapy structure will be undertaken by disestablishing some vacant OT posts and recreating some lower graded posts across the service, expanded the volume of therapy delivered.</p> <p>If funding cannot be agreed for the 3 community OT Grade 10 posts, funding will need to be found from disestablishing more existing Grade OT posts. This will destabilise the community OT service (and the Reablement OT management, as the only other OTs within LCC so would need to deliver the professional supervision required by the community OT service), and significantly reduce the work that can be undertaken by the teams. The teams cannot operate without operational and supervisory management. Risk cannot be mitigated.</p> <p>Risk of return to low morale and higher stress levels in Reablement staff as we push to expand further.</p>



	<p>Mitigation: Recruiting additional staff to support the expansion plus ongoing work with the Provider to act as 'Trusted Assessors' will support mitigation. To regularly check wellbeing and mood across the workforce.</p> <p>Risk as we expand and take increasing numbers of people with more complex needs, it takes longer to Re-able and a reduced proportion of people have an outcome of no formal support needed.</p> <p>Mitigation: work closely with NHS partners to ensure timely Physio interventions. Ensure sufficient SCSO capacity with senior oversight to work with people to explore all opportunities towards independence. Use expertise of the Community OT team in reducing to single handed care plus explore the use of technology to support people with more complex needs.</p> <p>Risk of insufficient capacity in the Reablement contract, both now and in the future through new developments that may impact.</p> <p>Mitigation: Full scale analysis of capacity and usage patterns to be undertaken and used to inform any actions required. Continue to monitor in line with any new developments and amend as required.</p>
<p>Is an Equality Analysis required and, if so, has one been undertaken?</p>	<p>Not required</p>

What does this service deliver?

Reablement is a therapy led short-term service designed to help people develop the confidence and skills they need to live as independently as they can in the community.

The service works closely with private sector providers to support people who have lost skills and abilities through illness or injury to reach their optimum level of independence. They also work closely with professionals in the NHS to enhance the Reablement service with Physiotherapy interventions.

The service is currently achieving performance of between target and stretch, and the service challenge will support the push to move the service to sustainably achieving the stretch target of 8,112 people accessing Reablement per year (an additional 2,650 per year on top of existing performance). This will enable even greater numbers of people to access the service either to avoid an unnecessary Hospital or Residential Care admission, or to support their discharge from Hospital and remain in their own home. The service also supports people looking to access social care for the first time to maximise their independence and prevent or delay their need for formal support.

The approach to the service challenge is on a 2 step approach: Phase 1 concentrating on the improvements that can be made within the service and Phase 2 concentrating on any necessary capacity amendments of the contract, including the



potential to expand further at the point where the service is close to delivering Reablement to 8,112 people per year. A trajectory will be set within the service to achieve the expansion to 8,112, with regular review points to look at capacity within the contract and teams.

The service is critical to Adult Social Care demand management and achieving high quality independent outcomes for people who are or may be in need of support.

3.2 Progress Update

This saving agreed in December 2018 relates to the continuation and extension of the existing, and successful, passport to independence (P2I) programme with further additional savings targeted at increased use and effectiveness of reablement.

Significant levels of savings have been delivered in previous budget rounds through the expansion of the reablement service which is designed to improve individuals' independence and wellbeing and reduce the ongoing requirement for formal paid packages of care. The additional saving agreed in 2018 relates to the delivery of a challenging stretch target based on an estimate of the annual volume of individuals who could benefit from going through the reablement service and their outcomes post reablement.

The agreed saving totalled £7.289m, with £2.289m delivered to date.

This saving is not expected to achieve the saving outlined in the agreed template, as this would require a significant increase in the volume of service users using the reablement service to reach levels that cannot be achieved both from a service user perspective and also the capacity within the market to provide the service. This saving is being fully replaced by a Demand Management approach for the directorate. This includes the roll out of our strengths-based practice model, utilising community assets as an alternative to formal care in appropriate circumstances, and the application of a revised scheme of delegation. The details in relation to demand management can be found in the Living Better Lives in Lancashire section below (section 4.2).

4. A009 – Living Better Lives in Lancashire (LBIL)

4.1 Agreed Savings Templates

The original template that was agreed by Cabinet in relation to this saving are shown below.

Reference – A009

Service Name/Saving Option:		Living Better Lives in Lancashire		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23		£681.855m		
Income 2022/23		£265.821m		
Net budget 2022/23*		£416.034m		
<i>*Total Adults Service Budget</i>				
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-2.401	-4.900	-4.000	0.000	-11.301
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	Continue to roll out the Living Better Lives in Lancashire (LBIL) Implementation Plan. The Plan builds upon the foundations of the 3 conversations strength-based practice model and encompasses elements of the wider ASC transformation work. The primary focus is developing and offering alternative care and support options to formal care. This will offer more person-centred care and support, improve people's independence, increase the use of community and other types of local support and reduce the overall demand for and costs of formal care packages.			
Impact upon service, other LCC services, service users and	Service users will experience a more strengths-based approach to meeting their needs. There will be fewer 'hand offs' between services and alternatives to formal			



external partners	care will be offered where appropriate with a view to enabling people to remain as independent, in their own home, for as long as possible. The directorate's wider transformation plan encompasses a range of service review and redesign work which are built on the premise of putting the service user at the heart of what we do. Living Better Lives in Lancashire also encompasses workforce development and culture change programmes which are fundamental to its success. These savings are focussed on practice changes that will focus on finding alternatives/reducing costs for lower value packages of care, complex cases, 'pop ins' and multiple carer packages whilst still meeting need and will apply to 'new' service users and those people whose existing care and support would benefit from/requires a review.
Actions needed to deliver the service change	<p>Continue to roll out the Living Better Lives in Lancashire Implementation Plan</p> <p>Produce clear communications to staff about the expected changes to practice, why they are important and how they can be achieved.</p> <p>Develop and implement a workforce development and culture change programme to support the practice changes.</p>
Is external consultation required	No
What are the risks associated with this change and how will they be mitigated	<p>There are a number of risks associated with the delivery of savings in relation to Living Better Lives in Lancashire. A key risk is the success of the practice and culture change that sits at the heart of the strengths based 3 conversations approach. This risk can be mitigated through the development of an effective culture change programme and careful monitoring of the roll out. Another key risk is the availability and effectiveness of a range of alternative community-based alternatives to formal care. This can be mitigated through the continuation of work that is ongoing with communities and the Voluntary Community and Faith Sector (VCFS) through the Public Health teams and the identification and application of investment. A further risk is in relation to the modelling that has been done for Living Better Lives in Lancashire savings. They are based on a relatively small sample size, a number of assumptions about practice change and the availability of alternatives to formal care. This can be mitigated through careful monitoring of key performance metrics and evaluation of the roll out of the innovation sites.</p>



Is an Equality Analysis required and, if so, has one been undertaken?	No
--	----

What does this service deliver?

Living Better Lives in Lancashire (LBLiL) is not a service of itself. It is a programme of work, based around a culture change programme and new ways of working. It utilises a strength-based approach to working with people and their families and uses the '3 conversations' to have early conversations with people before they reach a crisis point, wherever possible. The overall aim is to reduce the call on formal services and long-term care by utilising care and support within communities. It relies on a good range and mix of services within communities, many of which will be provided by the Voluntary Community and Faith Sectors (VCFS). The programme will need investment in community services and funding bids are in train to utilise Public Health grant monies as a means of 'pump priming' a range of community-based services and initiatives. The programme also relies on partners, primarily the NHS, working with us in this strength-based way. The programme aims to improve outcomes for people, streamline ways of working for staff and reduce costs over time.

4.2 Progress Update

Living Better Lives in Lancashire is our vision for Adult Services. The Living Better Lives practice model has been piloted and will be fully rolled out from July 2024 aims to create a new relationship between professionals and people who need support, providing 3 distinct conversations aimed at helping people to lead independent lives, with traditional (funded) support packages offered only when other options have been exhausted.

The approach draws on the individuals' own resources and encourages professionals to forge stronger links with the wider community including the voluntary and faith sectors, in order to support individuals. It is referred to as a strength-based approach.

The programme requires investment in community services and utilises Public Health grant monies as a means of 'pump priming' a range of community-based services and initiatives. The programme also relies on partners, primarily the NHS, working with us in this strength-based way. The programme aims to improve outcomes for people, streamline ways of working for staff and reduce costs over time.

Living Better lives is the key strategy for managing demand and consequently will be the key mechanism for delivering savings going forward. We therefore are proposing renaming this saving as Demand Management Strategy as opposed to Living Better Lives which is a vision rather than a savings programme.

The key components of the Demand Management strategy include and are not limited to:

- reduction of formally commissioned care
- increase in community based provision



- reduction in multiple carer packages
- reviews and reassessments to ensure that people are not receiving more formal care than is needed
- high cost and out of area case reviews
- application of the financial scheme of delegation
- ensuring people are only placed in residential placements where absolutely necessary

We are currently in the process of determining the amount of savings that will be delivered against each strand of activity. In some areas it is not easy to specifically identify savings that directly relate to an activity, and we may therefore aggregate some savings into 'baskets' of activity.

The reablement savings referenced earlier will be incorporated into the Demand Management savings going forward.

5. SC034 – On Street Pay and Display

5.1 Agreed Savings Templates

The original template that was agreed by Cabinet in relation to this saving are shown below.

Reference – SC034

Service Name:	Highways Network Regulation (Parking – On street pay and display)			
Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23	2019/20			
Gross budget 2018/19	£2.105m			
Income 2018/19	£2.675m			
Net budget 2018/19	-£0.570m			
Budget Change and Profiling (discrete year):				
2019/20	2020/21	2021/22	2022/23	Total
£m	£m	£m	£m	£m
0.000	-0.100	-0.085	0.000	-0.185
FTE implications:				
2019/20	2020/21	2021/22	2022/23	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2019/20	2020/21	2021/22	2022/23	Total
£m	£m	£m	£m	£m
0.114	0.098	0.000	0.000	0.212
Decisions needed to deliver the budgeted savings	Increase the number of on street pay and display machines and chargeable parking spaces.			
Impact upon service, other LCC services, service users and external partners	Currently there is charging for parking on street in Lancaster and Preston only, which is confined to a relatively small number of streets in the city centres. The proposal is to expand provision in the city centres and implement on street charging for parking into other towns and localities in Lancashire. It is also proposed to review the level of on street parking charges.			
Actions needed to deliver the service change	Charging can help to manage the availability of kerbside parking space where there is a demand for it. Initial areas for consideration in addition to Lancaster and Preston comprise Burnley, Lytham, Ormskirk, Clitheroe, Whalley,			



	<p>Carnforth, Colne, Padiham, Nelson, Chorley, Cleveleys, Poulton and Great Harwood. It is estimated that the number of pay and display ticket machines would increase from 27 to 80 and the number of chargeable parking spaces would increase from approximately 190 to approximately 560.</p> <p>The introduction of on street parking charges would require the promotion of a traffic regulation order which is subject to statutory public consultation and the consideration of any consequent objections.</p>
Is external consultation required	No
What are the risks associated with this change and how will they be mitigated	<p>Objection to the introduction of the on street charging is highly likely.</p> <p>The introduction of charges may lead to the migration of parking into adjacent streets which could be mitigated through the promotion of traffic regulations.</p>
Is an Equality Analysis required and, if so, has one been undertaken?	Yes - completed

5.2 Progress Update

This saving was subject to consultation and through discussions with the Cabinet Member following consultation feedback, the implementation of the saving has been paused. In addition, the investment outlined in the template has not been utilised. The service is continuing to work with Cabinet to identify areas where this saving could be delivered. The service have identified additional income to act as a temporary mitigation until this saving is delivered.

6. SC013 – Bus Shelter Advertising

6.1 Agreed Savings Templates

The original template that was agreed by Cabinet in relation to this saving are shown below.

Reference – SC013

Service Name:		Bus Shelter Advertising		
Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23		2019/20		
Gross budget 2018/19		£0.000m		
Income 2018/19		£0.000m		
Net budget 2018/19		£0.000m		
Budget Change and Profiling (discrete year):				
2019/20	2020/21	2021/22	2022/23	Total
£m	£m	£m	£m	£m
-0.050	0.000	0.000	0.000	-0.050
FTE implications:				
2019/20	2020/21	2021/22	2022/23	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2019/20	2020/21	2021/22	2022/23	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	To agree to sell advertising space on appropriate bus shelters and develop other opportunities at bus stations in conjunction with other county council advertising initiatives.			
Impact upon service, other LCC services, service users and external partners	Management and administration resources will be required to establish and maintain a client base.			
Actions needed to deliver the service change	Collaboration within the county council to develop a strategy and implementation plan for commercial advertising			
Is external consultation required	No			



What are the risks associated with this change and how will they be mitigated	There is a risk that demand for advertising will fluctuate.
Is an Equality Analysis required and, if so, has one been undertaken?	Not required

6.2 Progress Update

This saving was incorporated into commercialisation activity that the county council is progressing. At this stage the saving is delayed, as the service is seeking the most cost-efficient way to implement the saving, as delivery costs have appeared high in comparison to the saving. Digital advertising has progressed quickly since this saving was agreed and the service will work will revisit this area in the future in a cost-effective way. Whilst this saving is delayed, the service has identified additional income to offset the pressure of the saving not yet being achieved.



Tracking and delivery of savings agreed

Appendix 'A' to this report, provides an update for the Scrutiny Management Board on the tracking and delivery of savings agreed by Full Council in the current and previous financial years. For those 2023/24 savings highlighted in blue, these include elements of savings rolled forward from previous years (i.e. delayed).

In considering the savings tracker at Appendix 'A', the Scrutiny Management Board is asked to consider and comment on progress with the delivery of savings.

Appendices

Appendix 'A' is attached to this report. For clarification it is summarised below and referenced at relevant points within this report.

Appendix	Title
Appendix 'A'	Savings Tracker

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Legal

There are no significant legal implications detailed in the report.

Finance

There are no significant financial implications detailed in the report.

Risk management

This report has no significant risk implications detailed in the report.

Local Government (Access to Information) Act 1985

List of Background Papers

Paper	Date	Contact/Tel
-------	------	-------------

None

Reason for inclusion in Part II, if appropriate

N/A



Savings Tracker - March 2024

Indicates 23/24 saving includes elements rolled forward from previous years (ie delayed)

Ref	Service or Service Element	Lead Director	What is the option, what would stop or reduce?	2023/24	2024/25	2025/26	2026/27	Total	RAG Rating
ALL COUNTY COUNCIL SERVICES									
ST001	All Services	Neil Kissock	Strategic Target - Contracts	-2.338	-3.297	-1.478	-0.575	-7.688	Amber
ST002	All Services	Lucy Thompson	Strategic Target Workforce	-4.702	-3.048	-0.925	-0.925	-9.600	Green
ST005	All Services	John Morrissy	Strategic Target - Business Processes	-1.663	0.613	-12.250		-13.300	Amber
				-8.703	-5.732	-14.653	-1.500	-30.588	
ADULT SERVICES									
SC508 & ASC025	Learning Disability & Autism and Mental Health	Balwinder Kaur	Different models of Supported Accommodation	-2.042	-1.303	-1.303		-4.648	Amber
ASC026 & SC511	Enablement	Paul Lee	LD enablement	-1.193				-1.193	Amber
SC504	Older People Physical Disability	Balwinder Kaur	Continuing to build on the Passport to Independence - Reablement	-5.000				-5.000	Red
SC505	Older People Physical Disability	Balwinder Kaur	Promoting single-handed care	-0.854				-0.854	Green
A002	OP/PD	Neil Kissock	Direct Payment Clawback	-1.000	-1.000			-2.000	Green
A004	Prevention	Kashif Ahmed	Charging for Telecare service	-3.700				-3.700	Green
A006	Prevention	Kashif Ahmed	Council's Loan Store	-0.053	-0.008			-0.061	Green
A007	Respite Policy	Balwinder Kaur	Respite Policy (Short Breaks Policy)	-0.100				-0.100	Amber
A008	Preparations for adulthood	Balwinder Kaur	Preparations for Adulthood	-0.144	-0.340	-0.340	-0.340	-1.164	Green
A009	Living Better lives in Lancashire	Balwinder Kaur	Living Better Lives in Lancashire (LBLIL) (Includes SC502 and PP01)	-5.479	-4.900	-4.000		-14.379	Red
A010	Additional income/cost sharing/joint funding with health	Neil Kissock	Additional income/cost sharing/joint funding with health	-12.630	-2.600	-6.400	-7.100	-28.730	Amber
A011	Various	All Adult Services Directors	Budget adjustments/realignments	-4.810				-4.810	Green
TBC	Commissioning	Kashif Ahmed	Contract Management - Staffing Saving	-0.245				-0.245	Amber
ASC MA	Adult Services	All Adult Services Directors	Adult Services - Management Actions		-3.588	-3.356	-2.400	-9.344	Amber
ASC004	Adult Services	Paul Lee/Balwinder Kaur	Enablement – Enhanced		-0.890	-0.772		-1.662	Amber
ASC006	Adult Services	All Adult Services Directors	Offer a chargeable brokerage service for full cost payers		-0.250			-0.250	Amber
ASC007	Adult Services	All Adult Services Directors	Full cost payers moving to self-funding rates rather than LCC rates.		-0.172	-0.172		-0.344	Amber
ASC009	Adult Services	Paul Lee	Reduction in net cost of in-house residential homes				-0.500	-0.500	Amber
ASC010	Adult Services	All Adult Services Directors	Full application of charging policy		-1.000			-1.000	Amber
				-37.250	-16.051	-16.343	-10.340	-79.984	
EDUCATION AND CHILDREN'S SERVICES									
CYP023	Children's Social Care	Louise Anderson	Child Tax Credit Deductions on SGO's	-0.075				-0.075	Blue
CYP025	Children's Social Care	Louise Anderson	Section 17 Payments	-0.267				-0.267	Green
FSG, CE001 & CE005	CSC Placements	Louise Anderson	Family Safeguarding Model, High cost placements and Breathing Space	-8.137	-1.713	-1.239	-1.084	-12.173	Green
CE002	CSC/CwD Placements	Dave Carr	Children and Young Peoples Joint Funding	-2.722	0.050	0.019	0.002	-2.651	Green
CE003	Specialist Equipment	Dave Carr	Specialist equipment loan store gatekeeping	0.060	-0.266			-0.206	Green
CE004	Children's Safeguarding Assurance Partnership (CSAP)	Andy Smith	Children's Safeguarding Assurance Partnership contribution	-0.026				-0.026	Blue
CE006 & CE007	Children's Social Care	Louise Anderson and Dave Carr	Additional (3 bed) in-house residential children's home & Acquisition of childrens homes	0.000	-1.000	-0.313		-1.313	Amber
CE008	Children's Social Care	Louise Anderson	National Housing Project	0.063	-0.509			-0.446	Green
CE009	All ECS	All ECS Directors	Various recurring underspends	-0.600				-0.600	Blue
ECS MA	Education and Children's Services	All ECS Directors	ECS - Management Actions		-1.746	-3.120	-0.700	-5.566	Amber
ECS001	Education Improvement	Paul Turner	Additional income from consultation and advisory work		-0.492	0.092	0.100	-0.300	Amber
ECS002	Children's Social Care	Louise Anderson	Children and Young People's Joint Funding		-0.800			-0.800	Green
ECS012	Cultural Services	Paul Turner	Using Collection HQ technology to improve collection management and performance		-0.200			-0.200	Green
				-11.704	-6.676	-4.561	-1.682	-24.623	
GROWTH, ENVIRONMENT, TRANSPORT & HEALTH									
SC034 & GET007	Highways Network Regulation (Parking – On street pay and display)	Phil Durnell	Increase the number of on street pay and display machines and chargeable parking spaces.	-0.185	0.975	-1.372		-0.582	Red
SC013	LCC (Bus Shelter Advertising).	Phil Durnell	To agree that the County Council engage in selling advertising space at appropriate bus shelters and develop other opportunities at bus stations in conjunction with advertising efforts within other LCC services	-0.050				-0.050	Red
CAS009 and SC074	Customer Access Service	Phil Durnell	Implement telephony automation.	-0.345				-0.345	Green
SC805	Economic Development	Simon Lawrence	Formalise allocation of LCDL budget to support ED function	-0.250				-0.250	Amber
SC811 & ED002	Economic Development	Simon Lawrence	LCC contributions to business related partnerships reduced through redesign of governance and organisational design.	-0.225				-0.225	Amber
ED001	Economic Development	Simon Lawrence	Northern Automotive Alliance	-0.075				-0.075	Blue
H002	Highways	Phil Durnell	Winter Gritting Route Review	-0.253				-0.253	Green
H005	Highways	Phil Durnell	Flail cutting	-0.050				-0.050	Blue
H006	Highways	Phil Durnell	Business Development Team	-0.154				-0.154	Blue
T001	Concessionary Travel	Phil Durnell	Demand for Concessionary Travel Changes	-1.000				-1.000	Blue
T002	Mainstream and SEND School Transport	Phil Durnell	Purchase of smaller wheelchair accessible vehicles and minibuses to reduce costs of external taxi provision.		-0.373	-0.186		-0.559	Amber
T005	Public and Integrated Transport	Phil Durnell	Extend Personal Travel Grant offer for SEND home to school transport	-0.100	-0.100			-0.200	Green
PE001	Planning and Environment	Andy Mullaney	Planning and Environment - Increase capital recharge	-0.045				-0.045	Green
PE002	Planning and Environment	Andy Mullaney	Planning and Environment - climate and environment budget reduction	-0.040				-0.040	Green
W001	Recycle Income	Phil Durnell	Recycle Income	-1.000				-1.000	Green
PH001	Public Health	Sakthi Karunanithi	Embedding prevention and demand management across the organisation	-3.500				-3.500	Blue
GETH MA	All GETH Services	All GETH Directors	GETH - Management Savings		-4.416	1.400	-0.500	-3.516	Green
GET005	Highways		Walking and Cycling Routes - Budget Reduction		-0.150			-0.150	Blue
GET008	Transport		Young Persons Travel - Budget Removal		-0.155			-0.155	Green
GET009	Transport		Discretionary Concessionary Travel - Budget Removal			-0.239		-0.239	Green
GET011	Waste		Anaerobic Digestion - Processing of Food Waste			2.200	-7.744	-5.544	Green
GET015	Planning & Environment		Service Review of Transport Group plus Additional Planning Application Fee Income		-0.176			-0.176	Green
GET019	Transport		Introduce Pay & Display Charges at Lancaster Park & Ride		0.050	-0.060		-0.010	Green
				-7.272	-4.345	1.743	-8.244	-18.118	
RESOURCES									
R001	Asset Management	Mike Kirby	Property review - building running costs saving	-0.196	-0.144			-0.340	Blue
R002	Facilities Management	Mike Kirby	Facilities Management - CCP	-0.600				-0.600	Blue
RES001	Facilities Management	Mike Kirby	Save 10% on property running costs		-0.250	-0.300	-1.040	-1.590	Amber
ST004	Facilities Management	Mike Kirby	Strategic Target - Property		-0.200	-0.200	-0.200	-0.600	Green
RES002	Strategy and Performance	Mike Kirby	Facilities Management - operational changes		-0.145	-0.325		-0.470	Green
SP MA	Strategy and Performance	Mike Kirby	Strategy and Performance - Management Actions		-0.185			-0.185	Green
CEX001	Pensions	Neil Kissock	Pensions	-3.500				-3.500	Amber
CEX002	Pensions	Neil Kissock	Inherited Pensions Liability	-1.800	-0.300	-0.300	-0.300	-2.700	Green
CEX003	Treasury Management	Neil Kissock	Treasury Management	-9.000				-9.000	Amber
FIN MA	Finance	Neil Kissock	Finance - Management Actions		-1.300	-1.000	-1.000	-3.300	Green
LG MA	Legal and Governance	Heloise MacAndrew	Legal and Governance - Management Actions		-0.134	-0.550	0.250	-0.434	Green
DIG MA	Digital Services	Peter Lloyd	Digital Services - Management Actions		-0.453			-0.453	Green
ST003	Digital Services	Peter Lloyd	Strategic Target - Digital and Technology	-0.315	-0.316	-0.300	-0.300	-1.231	Amber
CE MA	Chief Executive		Chief Executive - Management Actions		-0.470			-0.470	Green
				-15.411	-3.897	-2.975	-2.590	-24.873	
			GRAND TOTAL	-80.340	-36.701	-36.789	-24.356	-178.186	
			Summary	2023/24	2024/25	2025/26	2026/27	Total	
			Red	-10.714	-3.925	-5.372	0.000	-20.011	
			Amber	-33.501	-16.664	-29.858	-12.515	-92.538	
			Green	-29.849	-15.818	-1.559	-11.841	-59.067	
			Blue	-6.276	-0.294	0.000	0.000	-6.570	
			Total	-80.340	-36.701	-36.789	-24.356	-178.186	

Scrutiny Management Board

Meeting to be held on Tuesday, 16 April 2024

Electoral Division affected:
N/A;

Corporate Priorities:
N/A;

Work Programmes 2023/24

(Appendices 'A' to 'E' refer)

Contact for further information:

Gary Halsall, Tel: (01772) 536989, Senior Democratic Services Officer,
gary.halsall@lancashire.gov.uk

Brief Summary

The 2023/24 work programmes for all the scrutiny committees and the Scrutiny Management Board are set out in the report.

An update on the activity of the Political Governance Working Group is also included.

Recommendation

The Scrutiny Management Board is asked to:

- (i) Note its own work programme and those of all the other scrutiny committees and progress with recommendations.
- (ii) Note the update on the activity of the Political Governance Working Group.

Detail

In line with its Terms of Reference, the Scrutiny Management Board has responsibility to agree the work programmes of all Overview and Scrutiny Committees, including consideration of any requests made by members or co-opted members of those committees.

The work programmes for each of the scrutiny committees were approved by the Scrutiny Management Board at its meeting held on 25 July 2023 and have been updated with the committees' recommendations following recent meetings. The work programmes are set out in the report at Appendices 'A' to 'E'.

Political Governance Working Group

The Political Governance Working Group has completed the bulk of its work on the constitution. At its May meeting, it will consider the Financial Procedure rules that will form the final part of the new constitution. The Working Group will then consider its future workplan.

Appendices

Appendices 'A' to 'E' are attached to this report. For clarification they are summarised below and referenced at relevant points within this report.

Appendix	Title
Appendix 'A'	Children, Families and Skills
Appendix 'B'	Community, Cultural, and Corporate Services
Appendix 'C'	Environment, Economic Growth and Transport
Appendix 'D'	Health and Adult Services
Appendix 'E'	Scrutiny Management Board

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Legal

There are no significant legal implications detailed in the report.

Finance

There are no significant financial implications detailed in the report.

Risk management

This report has no significant risk implications detailed in the report.

Local Government (Access to Information) Act 1985 List of Background Papers

Paper	Date	Contact/Tel
-------	------	-------------

None

Reason for inclusion in Part II, if appropriate

N/A



Children, Families and Skills Scrutiny Committee Work Programme 2023-2024

The Children, Families and Skills Scrutiny Committee Programme details the planned activity to be undertaken during the forthcoming municipal year.

The Children, Families and Skills Scrutiny Committee has responsibility to review and scrutinise the county council's Children's Services functions, other matters affecting children, young people and families, and to satisfy the statutory responsibilities related to the education functions of a Children's Services Authority. Accordingly, the work of the Children, Families and Skills Scrutiny Committee will focus on the following areas:

1. Children's Social Care
2. Children's Services
3. Education and Skills

The programme is determined by the Committee following a planning session at the start of the municipal year. This includes provision for the rights of county councillors to ask for any matter to be considered by the committee.

Coordination of the Overview and Scrutiny Committee programmes is undertaken by the Scrutiny Management Board. This is in line with the Overview and Scrutiny Committees' Terms of Reference, as set out in the county council's [Constitution](#) (Part 2 Article 5).

Cabinet Members

The Cabinet Member portfolios aligned to the Children, Families and Skills Scrutiny Committee's responsibilities are:

[County Councillor Cosima Towneley](#), Cabinet Member for Children and Families

[County Councillor Jayne Rear](#), Cabinet Member for Education and Skills

The areas of responsibility for each Cabinet Member are set out at [Appendix A – Scheme of Delegation to Cabinet Members](#) to the county council's constitution.

Children, Families and Skills Scrutiny Committee Work Programme 2023-2024

	Committee Meeting Date					
Scrutiny Activity	20 Sept 2023	1 Nov 2023	13 Dec 2023	31 Jan 2024	13 Mar 2024	15 May 2024
Service Area Report to Committee	Academisation / Commercialisation Education Strategy Annual Report Report on School Place Planning Inquiry Day	EET/NEET (as well as connecting with local businesses to create opportunities)	Alternative Provision Strategy SEND Sufficiency Plan	School Transport	Family Safeguarding and Complex Safeguarding (include update on Project Searchlight)	Strengthening the Youth Offer across Lancashire Lancashire Education Strategy 2025-2028
Annual Report to Committee		School Place Planning Annual Update		Education Attainment Data		Youth Justice Board Annual Report Annual Quality Assurance Checks
Update Report for Information		Education Attainment Overview Update			Education Strategy Update	
Short Scrutiny (Rapporteur) Review or Other Scrutiny Review Such as a Deep Dive			Briefing Note on the broader work and implications of the House Project.		A Deep Dive Session to be held on 23 April, at 2.00pm on Inclusion (including mainstream), Mental Health, Delivering the Where our Children Live programme, Family Hubs and what we are doing in Schools	

Cabinet Member Required Attendance	Cabinet Member for Children and Families and Cabinet Member for Education and Skills	Cabinet Member for Education and Skills	Cabinet Member for Education and Skills	Cabinet Member for Education and Skills and Cabinet Member for Highways and Transport	Cabinet Member for Children and Families and Cabinet Member for Education and Skills	Cabinet Member for Children and Families
---	--	---	---	---	--	--

Children, Families and Skills Scrutiny Committee Recommendations Progress

Meeting Date	Report Title	Corporate Priority	Recommendation	Progress Detail
20 September 23	Academisation / Commercialisation	Caring for the vulnerable; Delivering better services	That: <ul style="list-style-type: none"> i. The Children, Families and Skills Scrutiny Committee thank the Education Improvement Service and support the Academisation and Commercialisation report. ii. An update on Academisation and Commercialisation be provided to the committee in 12 months. 	The recommendations have been shared with the Cabinet Member for Education and Skills. The Cabinet Member provided a written response, which was emailed to committee members and will be included in the work programme report at the meeting on 31 January 2024.
20 September 23	Education Strategy Annual Report	Caring for the vulnerable; Delivering better services	That: <ul style="list-style-type: none"> i. An update on Home Education (to include the number of children who are home educated in Lancashire, and where possible, attainment data on what they go on to achieve e.g., at college) to be presented to the committee at the January 2024 meeting, or at an appropriate time. ii. A piece of work to be completed to understand the reasons behind persistent absence, using data from the termly visits conducted by Attendance Workers, to be circulated to the committee when available. iii. Details of the number of permanent exclusions, broken down by district, including details of any 	The recommendations have been shared with the Cabinet Member for Education and Skills. The Cabinet Member provided a written response, which was emailed to committee members and will be included in the work programme report at the meeting on 31 January 2024.

			<p>specific clusters and trends to be circulated to the committee.</p> <ul style="list-style-type: none"> iv. Details of the percentage and raw numbers of families not receiving any of their top three choices in secondary school admissions, and a breakdown by district to be circulated to the committee. v. Details of the cost to schools for a Behaviour Consultant to be circulated to the committee. vi. A structure chart or diagram to illustrate the different services which are offered to schools, including their roles and responsibilities be circulated to the committee at an appropriate time. 	
<p>20 September 23</p>	<p>Report on School Place Planning Inquiry Day (Mainstream and SEND) and School Transport</p>	<p>Caring for the vulnerable; Delivering better services; Protecting our Environment</p>	<p>That:</p> <ul style="list-style-type: none"> 1. A piece of work to take place on school place planning and how it has been distorted by various factors such as margin of error above 5% and new housing developments. Faith schools to also be included in this review. 2. Consideration be given to what issues cause inaccurate forecasting when the margin of error is above 5%. 3. Consideration be given to what measures can be taken to ameliorate the destabilisation of established schools when the margin of error is approaching 5%. 4. The Cabinet Member for Highways and Transport to consider the reinstatement of the Safer Travel Unit, as and when the budget allows. 5. A report be presented to the Children, Families and Skills committee setting out how we work 	<p>The recommendations have been shared with the Cabinet Member for Education and Skills and the Cabinet Member for Highways and Transport.</p> <p>A response has been provided and was shared with the committee as part of the Work Programme report at its meeting on the 1 November 23.</p>

			<p>closer with the district planning authorities to ensure that we maximise developer contributions. Progress to be reported and updated on a regular basis on the Dashboard.</p> <ol style="list-style-type: none">6. Consideration be given to a review of the procurement process for school transport contracts in relation to environmentally friendly issues such as cleaner, low carbon and greener options and for this to be considered as part of the scoring process. Review to include types of fuel, vehicle age and plans for electric/hydrogen vehicles etc.7. That the Education Improvement Team liaise with schools and consider using the safest routes (not necessarily the shortest) to schools when assessing eligibility for home to school transport applications and proximity of schools to homes.8. That the School Transport Team and School Place Planning team have a closer working relationship with the aim of endeavouring to avoid an allocation of a place for which school transport is eligible but cannot be provided due to a lack of capacity.9. That a review of School Transport take place in conjunction with the Public Transport Team, to consider how best to increase uptake of greener school transport options and bus use more widely though better service provision. The aim of the review will be to provide sufficient places for all those who want to use the bus (notwithstanding the fundamental statutory obligation to provide for children who qualify for home to school transport). The review could explore:<ol style="list-style-type: none">a. increased co-ordination of commercial, subsidised, school buses, and where	
--	--	--	--	--

			<p>appropriate, school-commissioned bus services;</p> <ul style="list-style-type: none"> b. making better use of existing combined resources, c. more flexible fares for young people, and co-ordination with the Bus Service Improvement Plan (BSIP) <p>10. That the Cabinet Members for Education and Skills and Highways and Transport attend a meeting of the Lancashire Association of School Governing Bodies.</p>	
1 November 2023	Young People in Education, Employment or Training and Young People not in Education, Employment or Training	Caring for the vulnerable; Delivering better services	<p>Resolved: That the following recommendations be shared with the Cabinet Member for Education and Skills:</p> <ul style="list-style-type: none"> - The Youth Futures Team be invited to attend a future meeting of the Children, Families and Skills Scrutiny Committee to talk about their work, the progress they have made and any challenges and barriers they have faced. <p>Actions for officers:</p> <ul style="list-style-type: none"> - KS4 to KS5 Transition Booklet to be emailed out to committee members. - A request to the colleges for any data held on young people in EET, specifically relating to Refugees to be shared with the committee. - In regard to Tables 7 – 9 in the report showing the successful outcomes/progression routes achieved by the cohort of Lancashire's young people in care or leaving care who are engaged with the Employment and Support Team, if there a reason why it appears public sector opportunities in Lancashire are reducing? 	<p>The recommendations have been shared with the Cabinet Member for Education and Skills.</p> <p>The Cabinet Member provided a written response, which was emailed to committee members and was included in the work programme report at the meeting on 31 January 2024.</p>

1 November 2023	School Place Planning Annual Report	Delivering better services; Caring for the vulnerable; Protecting our environment; Supporting economic growth	<p>Resolved: That the following recommendations be shared with the Cabinet Member for Education and Skills:</p> <ul style="list-style-type: none"> - A report to be presented to a future meeting of the committee to consider the new schools programme in Northwest Preston, taking into consideration the outcome of the consultation, feedback from existing schools and what that means in terms of the next stage. <p>Action for officers:</p> <ul style="list-style-type: none"> - Regarding forecasting, it was highlighted during the Inquiry Day that some areas changed from a hot spot to a cold spot, with more than 20 places available in existing schools, it was agreed that a letter be written to established primary schools, in areas where they felt destabilised. Officers to check if a letter has gone out. 	The recommendations have been shared with the Cabinet Member for Education and Skills – awaiting response.
13 December 2023	Alternative Provision Strategy	Caring for the vulnerable; Delivering better services	<p>Resolved: That the action taken to date and planned in relation to the Alternative Provision Strategy be supported with no further recommendations from the committee at this time.</p>	No update required for this item.
13 December 2023	SEND Sufficiency Plan	Caring for the vulnerable; Delivering better services	<p>Resolved: That the proposals that are being developed to increase the range and availability of specialist provision across Lancashire be supported with no further recommendations from the committee at this time.</p>	No update required for this item.

31 January 2024	School and Post 16 Transport	Caring for the vulnerable; Delivering better services	<p>Resolved: That the following recommendations be shared with the Cabinet Member for Highways and Transport:</p> <ul style="list-style-type: none"> i. Consideration be given to investing in software that can provide tracking data on passenger routes, use of passes and how often routes are used to better manage, monitor, and rationalise the services provided in relation to school transport. ii. Further information to be provided on how risks are mitigated in relation to standees on buses. 	<p>The recommendations have been shared with the Cabinet Member for Highways and Transport.</p> <p>The Cabinet Member provided a written response, which was emailed to committee members and will be included in the work programme report at the meeting on 15 May 2024.</p>
31 January 2024	Education Attainment Data	Caring for the vulnerable; Delivering better services; Supporting economic growth	<p>Resolved: That the following recommendations be shared with the Cabinet Member for Education and Skills:</p> <ul style="list-style-type: none"> i. When available, the 2024 Attainment Data Tables to be made available to members of the committee. ii. Outcomes of the Disadvantaged Conference with schools to be shared with the committee once available. 	<p>The recommendations have been shared with the Cabinet Member for Education and Skills.</p> <p>The Cabinet Member provided a written response, which was emailed to committee members and will be included in the work programme report at the meeting on 15 May 2024.</p>
13 March 2024	Contextual Safeguarding Re-Model and Implementation of the EmPower Contextual Safeguarding Multi Disciplinary Team	Delivering better services; Caring for the vulnerable; Protecting our environment; Supporting economic growth	<p>Resolved: That the following recommendations be shared with the Cabinet Member for Children and Families:</p> <ul style="list-style-type: none"> i. A future agenda item on Youth Violence in Lancashire and what is being done to counteract it (to be considered in context with surrounding authorities), be included on the committee's work programme for 2024/25. ii. Regular updates to be provided to the committee on staff recruitment and retention and updates on how the multi-agency system is working, for example through case studies. 	<p>The recommendations have been shared with the Cabinet Member for Children and Families – awaiting response.</p>

			iii. Contact details for local MASH (Multi-Agency Safeguarding Hub) Teams to be shared with the committee.	
13 March 2024	Family Safeguarding Update	Delivering better services; Caring for the vulnerable; Protecting our environment; Supporting economic growth	<p>Resolved: That the following recommendations be shared with the Cabinet Member for Children and Families:</p> <p>i. The committee support the service priorities identified for 2024/25 as detailed in the report / supporting presentation.</p> <p>ii. Information to be provided to the committee on the formula and method used to calculate staff turnover. Data on turnover rates for social workers in Lancashire to be provided and for this to be benchmarked against local authorities.</p> <p>iii. Data from exit interviews to be considered, if possible, to consider why staff leave the service.</p>	The recommendations have been shared with the Cabinet Member for Children and Families – awaiting response.
13 March 2024	Education Strategy Update	Delivering better services; Caring for the vulnerable; Protecting our environment; Supporting economic growth	<p>Members raised the following questions to be circulated to and answered by Aby Hardy, Head of Education Improvement, before the next meeting of the committee:</p> <ul style="list-style-type: none"> Regarding the number of early years children accessing funded 2-year-old places in the last 12 months, it was queried if there was any particular reason why the take up rate was lower in Preston. It was queried why the number of permanent exclusions in certain divisions had increased significantly from 2022-23 to 2023-24 in particular in Rossendale and whether this was linked to post Covid. Regarding attendance at schools and the pilot for families to shorten leave during school term, it was 	The questions raised by the committee have been shared with the Head of Improvement, a response was circulated to members via email and will be included in the Work Programme Report for the 15 May meeting.

			<p>questioned whether the new approach would be a blanket policy being rolled out or whether individual circumstances would be taken into consideration. The committee commented it was a significant difference to move from a fine to prosecution after 15 days.</p> <p>Resolved: That the queries raised from the Education Strategy Update be shared with the Head of Education Improvement for a response to be provided to the committee.</p>	
--	--	--	--	--

Community, Cultural and Corporate Services Scrutiny Committee Work Programme 2023-2024

The Community, Cultural and Corporate Services Scrutiny Committee Programme details the planned activity to be undertaken during the forthcoming municipal year.

The Community, Cultural and Corporate Services Scrutiny Committee has responsibility to review and scrutinise the work of the county council and external organisations on matters relating to community safety and cohesion, and county council support services. Accordingly, the work of the Community, Cultural and Corporate Services Scrutiny Committee will focus on the following areas:

1. Cultural Services
2. Community Services
3. Crime and Disorder (Community Safety Partnership – statutory function)
4. Corporate Services including Communications, Digital Services, Customer Access Services, Facilities Management, Asset Management, Procurement, and Democratic Services.

The programme is determined following a planning session at the start of the municipal year. This includes provision for the rights of county councillors to ask for any matter to be considered by the committee. Coordination of the Overview and Scrutiny Committee programmes is undertaken by the Scrutiny Management Board. This is in line with the Overview and Scrutiny Committees' Terms of Reference, as set out in the county council's [Constitution](#) (Part 2 Article 5).

Cabinet Members

The Cabinet portfolios aligned to the Community, Cultural and Corporate Services Scrutiny Committee's responsibilities are:

[County Councillor Philippa Williamson](#), Leader of the Council

[County Councillor Alan Vincent](#), Cabinet Member for Resources, HR and Property (Deputy Leader)

[County Councillor Peter Buckley](#), Cabinet Member for Community and Cultural Services

The areas of responsibility for each Cabinet Member are set out at [Appendix A – Scheme of Delegation to Cabinet Members](#) to the county council's constitution.

Community, Cultural and Corporate Services Scrutiny Committee Work Programme 2023-2024

	Committee Meeting Date					
Scrutiny Activity	28 Sept 2023	9 Nov 2023	12 Dec 2023	6 Feb 2024	18 April 2024	21 May 2024
Service Area Report to Committee	Council Estate, Use and Occupancy of Council Buildings and Asset Disposal	Strategy and Performance: Data and Analytics Communications/Digital Services: Update on The Council's Web Presence and Customers' Digital Experience	People Services: Council Workforce Update Benchmarking: Recruitment Retention Reward (salary) Performance Management	Culture Review: What it is, impact in terms of place/economy, engaging with young people Lancashire Culture and Sport Fund/Crowdfund Lancashire	Partnership Working: Benchmarking, cooperative working, shared services models and delivery	Lancashire Ethnic Minority Partnership update – Corporate Cohesion Strategy And Workforce Equalities Strategy
Annual Report to Committee					Lancashire Community Safety Agreement and Performance Update	
Planned Decision Scrutiny Review	Change and Improvement: LCC Change Plan		People Strategy	Cultural Strategy Refresh		Change and Improvement: Further Update LCC Change Plan
Other Scrutiny Review Update						
Cabinet Member Required Attendance	Cabinet Member for Resources, HR and Property	Cabinet Member for Resources, HR and Property/ Cabinet Member for Community and Cultural Services	Cabinet Member for Resources, HR and Property	Cabinet Member for Community and Cultural Services	Cabinet Member for Community and Cultural Services/ Cabinet Member for Resources, HR and Property	Cabinet Member for Community & Cultural Services & Cabinet Member for Resources, HR & Property

Community, Cultural and Corporate Services Scrutiny Committee Recommendations Progress

Meeting Date	Report Title	Corporate Priority	Recommendation	Progress Detail
28/09/23	Report of the Community Safety Working Group	Delivering better services; Caring for the vulnerable	<p>Resolved: That the following recommendations be presented to the next meeting of the Lancashire Community Safety Partnership Board:</p> <ul style="list-style-type: none"> i. That the amendments and updates made to the draft Community Safety Agreement 2022 – 25 be agreed subject to the following: <ul style="list-style-type: none"> a. The addition of the following wording to be included in the agreement – 'We are looking at several ways to improve communication and links with elected members on community safety issues'. b. Consideration to be given to multiple diagrams to be included in the agreement to explain which partners are involved in each of the 6 key issues. <p>Resolved: That:</p> <ul style="list-style-type: none"> ii. Officers to work with elected members to improve communication and links on community safety issues including: <ul style="list-style-type: none"> a. Delivering a Bite Size Briefing to describe the work on Community Safety and the context within which that work sits for all county councillors. Updates to include all key community safety issues affecting local communities as outlined in the Community Safety Agreement b. Consideration to be given to an annual meeting to take place to coincide with the 	<p>The recommendations have been shared with the Cabinet Member for Community and Cultural Services. A response was provided to members of the committee on the 4 December 2023 and was included in the Work Programme Report to the Committee on 12 December 2023.</p>

			<p>review of the Community Safety Agreement which involves councillors, wider stakeholders, and community groups.</p> <p>c. Officers to meet with county councillors nominated to sit on local CSP's separately to help frame how they can be best supported in their role and to provide them with a better understanding of the community safety landscape, work that is already underway, and how we operate in partnership.</p> <p>d. Officers who attend meetings of the CSP's, to be allocated to provide ongoing support for nominated councillors, with a briefing to be provided ahead of each CSP meeting to ensure that any relevant data is shared in a meaningful way.</p> <p>e. A meeting of all county council representatives that sit on local CSP's to take place on a 4 monthly basis.</p> <p>iii. Consideration be given for elective member representation (observer status as a minimum) to be included on the Lancashire Community Safety Partnership Board.</p> <p>iv. Consideration for the agenda and minutes of the Lancashire Community Safety Partnership Board meeting to be made available to members of the Community, Cultural and Corporate Services Scrutiny Committee and the Community Safety Working Group for the purpose of scrutiny.</p> <p>v. Consideration to be given to the role of the Health and Wellbeing Board in relation to Community Safety.</p>	
--	--	--	--	--

			<ul style="list-style-type: none"> vi. A mapping exercise to take place, to map out the full network of support, with an update to be provided to the Community, Cultural and Corporate Services Scrutiny Committee at an appropriate time. vii. Information to be shared on what KPI's are currently used in terms of all the key issues, at an appropriate time. viii. Consideration be given to how the Combined Authority proposal may impact how Community Safety arrangements will operate. 	
28/09/23	Change and Improvement: LCC Change Plan	Delivering better services; Caring for the vulnerable; Supporting economic growth	<p>Resolved: That:</p> <ul style="list-style-type: none"> i. A further update to be provided to the committee on Change and Improvement: LCC Change Plan in 6 months' time. 	A further update will be presented to the committee in May 2024.
28/09/23	Council Estate, Use and Occupancy of Council Buildings and Asset Disposal	Delivering better services; Supporting economic growth, Protecting our environment	<p>Resolved: That:</p> <ul style="list-style-type: none"> i. Current map data provided for each of the Service areas, presenting the location of assets, to be provided in a table / grid form and, broken down by district. ii. Further information to be provided in relation to Table B: Property Assets Running Costs to include the following: <ul style="list-style-type: none"> a. Costs to be broken down further for buildings that are owned by the county council (freehold) and those that are leased and include property holding responsibilities. b. A performance table detailing the grades of costs for assets, for example different highlights for very expensive buildings to inexpensive buildings. 	<p>The recommendations have been shared with the Cabinet Member for Resources, HR and Property.</p> <p>A response has been provided to committee members and will be included in the Work Programme Report at the 6 February 2024 meeting.</p>

			<ul style="list-style-type: none">c. Breakdown of assets by cost per meter squared and information explaining what the total condition cost means. Where possible, data to be provided on the age of buildings and the impact this has on cost.d. Clarity on what each of the P1, P2 P3 and P4 categories mean, including a link to the Asset Management Strategy. <p>iii. A briefing note to be provided on the following:</p> <ul style="list-style-type: none">a. Information on RAAC and what the situation is for Lancashire Schools and other county council owned buildings.b. Details on what the cost of working with LASER is to undertake a base line carbon assessment, and consideration be given to whether it would be more cost effective to bring this in house.c. Regarding property asset disposals, data to be broken down by district (geographic location) and by category to determine what type of asset had been disposed.d. Moving forward, data to be provided on relocation costs and / or savings for moving staff and facilities from buildings.e. Information on what the revenue implications are of Property Asset Disposals, as detailed in Table C. Consideration to be given to business planning and tightening up the business case process, where the county council has service ambitions and opportunities for reconfiguring and relocating.	
--	--	--	--	--

			<p>f. Data to be provided on buildings or rooms that have been let and leased for revenue purposes rather than disposed of.</p> <p>iv. Consideration be given to improving the briefing process to councillors so they are informed earlier in the process about assets that are available for community asset transfer so they can share their expertise and information in their communities and with prospect community groups who may be interested.</p> <p>v. Benchmarking Data in this area of work from other authorities (taking into consideration specific and individual circumstances for authorities) to be shared with the committee once this information becomes available, further to a request made through the County Council's Network.</p> <p>vi. Consideration to be given to a press release about how successful the process of property asset disposal has been at the county council.</p> <p>vii. Consideration be given to a survey to be provided to community groups or CICs to capture valuable feedback from groups who have gone through the process of asset transfer. Information to be provided on the new processes put in place to strengthen the asset transfer process, agreed as part of the updated Asset Management Policy, and where possible, consideration be given to how successful the previous community asset transfer policy was and the length of time it took to complete a transfer.</p>	
12/12/23	<p>People Services: Council Workforce Update including Benchmarking: Recruitment,</p>	<p>Delivering better services</p>	<p>Resolved: That the following recommendations be shared with the Cabinet Member for Resources, HR and Property (Deputy Leader):</p>	<p>The recommendations have been shared with the Cabinet Member for Resources, HR and Property.</p>

	Retention, Reward and Performance Management		<p>i. A future report or briefing note to the committee at an appropriate time be provided to consider the following:</p> <ul style="list-style-type: none"> a. The mean and mode age of employees in reference to Age Profile, to be provided and a further breakdown of age profile by service area. b. In relation to gender, a further breakdown to be provided for each service area. c. A breakdown of geographic data in terms of where our employees live, for those living outside of the county, where possible. d. Consideration to be given to how the organisation is dealing with an aging workforce. e. Benchmarking data on other similarly comparable authorities in this area of work to be provided as and when available. f. Further data to be provided to breakdown which service areas vacant posts are held in, what the pay levels are and how long vacancies have been vacant for. g. Exit interview data to be considered to develop a greater understanding of why employees have left the organisation. h. Details of the steps being taken to ensure that staff are more involved in change management at the authority. <p>ii. Consideration to be given to the following mechanisms to further strengthen the recruitment and retention of employees:</p>	<p>A response has been provided to committee members and will be included in the Work Programme Report at the 18 April 2024 meeting.</p>
--	--	--	---	--

			<ul style="list-style-type: none"> a. Staying in touch with former employees for feedback to be gathered and a greater understanding of why they left the organisation and the concept of 'Stay Interviews' to be explored to identify any potential issues or barriers for employees considering leaving the authority. b. A press release to promote the work the county council is doing with apprenticeships. c. Closer working with local universities and employers to develop bespoke training programmes or courses where there is a job 'guaranteed' at the end of the course. Consider how this work is being delivered across other comparable authorities. d. The formation of an Alumni or Forum of former employees who would be ambassadors for the organisation. e. Greater work shadowing and mentoring opportunities for existing employees. 	
12/12/23	Lancashire County Council's People Strategy	Delivering better services	Resolved: That Lancashire County Council's People Strategy be welcomed with no further recommendations from the committee at this time.	No further update required at this time.
6 February 2024	Culture Review: What it is, Impact in terms of Place / Economy and Engaging with Young People and Cultural Strategy Refresh	Delivering better services	<p>Resolved: That the following recommendations be shared with the Cabinet Member for Communities and Cultural Services and where possible, be used to inform the draft Cultural Services Strategy for 2024 - 2028:</p> <ul style="list-style-type: none"> i. Consideration be given to how the county council can further support, grow, and work with our National Portfolio Organisation holders that exist in Lancashire to attract even more funding including 	<p>The recommendations have been shared with the Cabinet Member for Communities and Cultural Services.</p> <p>A response has been provided to committee members and will be included in the Work Programme</p>

			<p>a breakdown of the rubric contained in the ACE Create IT Strategy Document.</p> <p>ii. A piece of work to take place to understand the footprint of where NPO organisations are located within Lancashire and whether they are eligible for National Lottery Heritage Funding, National Lottery Community Funds and Sports England at a district level.</p> <p>iii. Examination of individual District Local Plans / Core Strategy documents produced by districts to better understand their cultural strategies.</p> <p>iv. Information to be provided on the role of advocacy organisations the county council works with such as Arts Lancashire, Digital Lancashire, Lancashire Cultural Network and Visit Lancashire.</p> <p>v. Development of a Directory of Festivals in Lancashire to be considered and regard be given to how significant events and festivals are shared wider in Lancashire. Consideration be given to a package of support to be provided for events where sponsorship can be leveraged in.</p> <p>vi. Consideration be given to the role of culture as part of the Corporate Cohesion Strategy and Workforce Equalities Strategy update which is due to be presented to the committee in May 24.</p> <p>vii. Refer the report provided to the committee to Children, Families and Skills Scrutiny Committee for them to review the report in terms of the updates provided on Education and Skills.</p> <p>viii. Officers to revisit a series of reports produced and commissioned since 2012 including The Work Foundation on The Creative Economy in Lancashire and the LCC Scrutiny Task Group Report – Towards a Stronger Sense of Place.</p>	Report at the 18 April 2024 meeting.
--	--	--	--	--------------------------------------

			<p>ix. A further report to come back to the committee in November 2024 to update the committee on how work is progressing.</p>	
6 February 2024	Lancashire Culture and Sport Fund / Crowdfund Lancashire	Delivering better services	<p>Resolved: That the following recommendations be shared with the Cabinet Member for Communities and Cultural Services:</p> <ul style="list-style-type: none"> i. That the following recommendations from the report be supported: <ul style="list-style-type: none"> a. To continue to reach Lancashire residents and community groups in more areas so all districts have an equitable share of the Lancashire Culture & Sport Fund. b. To continue to target under-represented areas and communities through working with district councils and community organisations. c. To lower the current maximum pledge of £20,000 to £15,000. This would allow the panel to support more projects at higher pledge amounts, meaning more funds could be spread across the county and increasing the likeliness of more projects reaching their crowdfunding target. ii. That recommendation iii from the report to prioritise those projects in low-income and for under-represented areas not be supported at this time. iii. Officers to consider how venues can be utilised and accessed more for community events, allowing communities to have greater access to venues and facilities that are available in Lancashire. 	<p>The recommendations have been shared with the Cabinet Member for Communities and Cultural Services.</p> <p>A response has been provided to committee members and will be included in the Work Programme Report at the 18 April 2024 meeting.</p>

Libraries update – briefing note

Governance and Constitution reviews – 2024/25 (tbc)

Environment, Economic Growth and Transport Scrutiny Committee

Work Programme 2023-24

The Environment, Economic Growth and Transport Scrutiny Committee Work Programme details the planned activity to be undertaken over the forthcoming municipal year.

The Environment, Economic Growth and Transport Scrutiny Committee has the responsibility to review and scrutinise the work of the county council and external organisations on matters relating to the environment and climate change, economic development and growth, and highways and transport. Accordingly, the work of the Environment, Economic Growth and Transport Scrutiny Committee will focus on the following areas:

- Climate change
- Environment
- Highways and transport
- Economic development and growth

The programme is determined by the Committee following a planning session at the start of the municipal year. This includes provision for the rights of county councillors to ask for any matter to be considered by the committee.

Coordination of the Overview and Scrutiny Committee programmes is undertaken by the Scrutiny Management Board. This is in line with the Overview and Scrutiny Committees' Terms of Reference, as set out in the county council's [Constitution](#) (Part 2 Article 5).

Cabinet Members

The Cabinet Member portfolios aligned to the Environment, Economic Growth and Transport Scrutiny Committee's responsibilities are:

[County Councillor Rupert Swarbrick](#) – Cabinet Member for Highways and Transport

[County Councillor Aidy Riggott](#) – Cabinet Member for Economic Development and Growth

[County Councillor Shaun Turner](#) – Cabinet Member for Environment and Climate Change

The areas of responsibility for each Cabinet Member are set out at [Appendix A – Scheme of Delegation to Cabinet Members](#) to the county council's constitution.

Environment, Economic Growth and Transport Scrutiny Committee Programme 2023-24

Committee Meeting Schedule							
Scrutiny Activity	29/06/23 <small>(informal session)</small>	21/9/23	26/10/23	05/12/23 <small>(Tuesday 2pm)</small>	25/01/24	11/03/24	25/04/24
LCC Service Area Report to Committee		Parking Enforcement (yellow line abuse and use of CCTV) Road Closures Policy incl. Traffic Management Policy (Lane Rental Schemes)	Ultra-Low Emissions Vehicles and LCC Fleet Net Zero Infrastructure (utility companies)	Levelling Up East Lancashire: Creating Opportunities through Safer, Greener and Healthier Travel Love clean streets app review	Water Resource Management	Lancashire Economic Recovery and Growth (LERG) Programme and Aerospace Watchtower Case study Value for money for potholes and the TAMP	Strategic approach to decarbonising county council assets and operations Carbon Capture through Nature Enabling Net Zero Infrastructure – National Grid
Annual Report to Committee					Lancashire Road Safety		
Planned Decision Scrutiny Review		Tree Management Strategy 2023					
Short Scrutiny (Rapporteur) Review Update							
Other Scrutiny Review Update	Service Area Updates	Public Realm Agreements – Cabinet Member response					
Cabinet Member Required Attendance	Portfolio Updates	CC R Swarbrick and CC S Turner	CC R Swarbrick	CC A Riggott and CC R Swarbrick	CC R Swarbrick and CC S Turner	CC A Riggott and CC R Swarbrick	CC S Turner

The following topics have been identified as reserve topics should any topic move off the work programme:

- Renewable energy on LCC land
- Nature recovery and biodiversity – including Local nature Recovery Strategy

Environment, Economic Growth and Transport Scrutiny Committee Recommendations Progress

Meeting Date	Report Title	Corporate Priority	Recommendation	Progress Detail
21 September 2023	Road Closures	Delivering better services	<p>1. The Cabinet Member for Highways and Transport gives consideration to;</p> <p>a) Producing a list of contact numbers and contacts for utility companies and their contractors who install temporary traffic lights to be shared with all county councillors and for this to include those website addresses displaying road work information in Lancashire such as MapZone/MARIO and One.Network.</p> <p>b) Informing all Lancashire Parish and Town Councils of the option to register for road closure alerts.</p> <p>c) Reviewing the road closure information on the county council's website with a view to including a list of frequently asked questions to assist residents.</p> <p>2. The policy on road closures for events and parades be shared with members of the Environment, Economic Growth and Transport Scrutiny Committee."</p>	<ul style="list-style-type: none"> • Producing a list of contact numbers and contacts for utility companies and their contractors who install temporary traffic lights to be shared with all county councillors and for this to include those website addresses displaying road work information in Lancashire such as MapZone/MARIO and One.Network. <p>Response:</p> <ul style="list-style-type: none"> ○ The volume of different contractors and traffic management companies would make the collation of a meaningful list too complex and simply not practical for county councillors. In addition we would only be able to provide the numbers for their customer contact centres or online reporting websites which again would not help solve the problem faced by councillors etc. The links to Mapzone/Road works bulletin and One.Network were contained within the report to scrutiny but here are the links again. one.network and Road works bulletin (arcgis.com) <p>Works being undertaken by utility companies and LCC should have an information board on site displaying the permit number and a contact number. Our inspectors do check that these are in place as part of our random sample inspection regime and we will have a more focused campaign on making sure these are in place in the new year. The team will collate a contact list of the main utilities for Cllrs and will circulate shortly. However to ensure we can monitor utilities and effectively and implement the various defect and charging regimes it is important that issues are reported to the team rather than going directly to the utility etc. Unfortunately the street works team are not set up or staffed to allow Cllrs and the public to come direct to the team. All issues should be reported through the established mechanisms – customer access centre or the Love Clean Streets app. In addition the team has been</p>

				<p>strengthened recently so as to provide an additional two inspectors so that we can ensure greater levels of compliance; and we have bolstered the direct management of the team by the addition of a dedicated Street Works Manager post.</p> <ul style="list-style-type: none"> • Informing all Lancashire Parish and Town Councils of the option to register for road closure alerts. <p>Response:</p> <ul style="list-style-type: none"> ○ The team are liaising with the team that manage contact with Parish councils to get this message out to them. <ul style="list-style-type: none"> • Reviewing the road closure information on the county council's website with a view to including a list of frequently asked questions to assist residents. <p>Response:</p> <ul style="list-style-type: none"> ○ A website review is underway to ensure that as much helpful information is available to the public. The team are in the discovery phase at this time recording typical questions that are received about road closures, to allow for a FAQ to be created. <ul style="list-style-type: none"> • The policy on road closures for events and parades be shared with members of the Environment, Economic Growth and Transport Scrutiny Committee." <p>Response:</p> <ul style="list-style-type: none"> ○ This document is now 7 years old and will need updating to remain relevant. Document circulated to committee members on 27 November 2023.
	<p>Parking Enforcement and Red Routes</p>	<p>Delivering better services</p>	<p>That the mechanism for county councillors to request a specific piece of parking enforcement be shared and made explicit on where county councillors report to.</p>	<p>In progress. C-First news article to be published and key contacts page updated. Key contacts on members' mobile phones to be updated. Member Induction booklet for circulation after the elections in 2025 to be updated.</p>

26 October 2023	Electricity North West – Enabling Net Zero Infrastructure	N/A	<ol style="list-style-type: none"> 1. Further consideration be given to inviting representatives from the National Grid on enabling Net Zero Infrastructure to a future meeting of the Environment, Economic Growth and Transport Scrutiny Committee. 2. The Cabinet Member for Environment and Climate Change give consideration to the role Lancashire County Council has with Electricity North West Limited's Local Area Energy Planning (LAEP) process and confirm the council's position on this. 	<ol style="list-style-type: none"> 1. In progress. Informal meeting held with representatives of National Grid on 21 November 2023. 2. Response: A Local Area Energy Plan (LAEP) is a spatial plan specific to the local area that sets out the change required to transition an area's energy system to net zero in a given timeframe. LAEPs are led by local government and developed collaboratively with defined stakeholders, including Distribution Network Operators such as Electricity North West. Lancaster City Council has commissioned work on a LAEP for the Lancaster District and the County Council, along with other key stakeholders, is supporting the process as an Authorising Stakeholder. Lancashire County Council, together with Blackburn with Darwen Council and Blackpool Council is currently considering the role LAEPs have alongside the proposals for heat network zoning, currently out for consultation, and the emerging role of Regional Energy Strategic Planners (RESPs) and the significant role they will have in enabling local energy and net zero action. Regional Energy Strategic Planners will work with organisations at a local level including local government and gas and electricity networks, to improve understanding of the infrastructure needed and attract investment for projects. This new approach to energy planning will see RESPs create clear plans for how local energy systems need to be developed to reach net zero, considering both the national targets set by government, and the local needs and most appropriate approach in each area. Heat Network Zoning will designate zones, using a standardised national methodology, where heat networks are expected to offer the lowest-cost solution for decarbonising heat. It is proposed that a new Heat Network Zoning Authority (the Central
-----------------	---	-----	---	--

				Authority) will be established to oversee all heat network zones across England, and that new local Zone Co-ordinators will be responsible for local implementation.
	Ultra-Low Emissions Vehicles and LCC Fleet	Delivering better services; protecting our environment	That, a briefing note setting out the breakdown of the current fleet (including school buses) and the projection of future funding required to introduce Ultra-Low Emissions Vehicles into the fleet be provided to the Environment, Economic Growth and Transport Scrutiny Committee.	Briefing note circulated to all members of the committee on 29 December 2023.
5 December 2023	Love Clean Streets App Review	Delivering better services	<p>That:</p> <p>(i) The Cabinet Member for Highways and Transport gives consideration to;</p> <p>a) Expanding the Love clean streets app to include borough council issues (e.g., fly tipping, street cleansing) where they specifically affect the highway.</p> <p>b) Creating a new category for weeds in the app's reporting system.</p> <p>c) Providing emergency contact numbers for councillors, to avoid members reporting these via the app.</p> <p>(ii) The projected dates on the forward plan for developing the app be shared with the Environment, Economic Growth and Transport Scrutiny Committee.</p> <p>(iii) A Briefing Note on future plans for gully emptying be provided to the committee.</p>	<p>Response:</p> <p>(i)</p> <p>a) Expanding the Lovecleanstreets app to include borough council issues (e.g. flytipping, street cleansing) where they specifically affect the highway. We will be mindful of this requirement and consider it in the context of partnership working. This has been added to the development plan.</p> <p>b) Creating a new category for weeds in the app's reporting system. This request has been added to the development plan for Love Clean Streets. Love Clean Streets already contains more categories than were included in the previous Report It system, and we will continue to develop and improve the solution.</p> <p>c) Providing emergency contact numbers for councillors, to avoid members reporting these via the app. The Contact Centre have been tasked with ensuring emergency numbers are routed appropriately. Within the app, Lancashire Highways and Digital Services are working on a potential solution to enable a user of the app to call the emergency number displayed directly from a link in the app.</p> <p>(ii)</p> <p>The timescales and status for current projects related to Love Clean Streets are as follows:</p> <ul style="list-style-type: none"> Transferring customer updates made in Love Clean Streets into the HAMS customer request history. Extent of the issue is being investigated prior to development of an action plan.

				<ul style="list-style-type: none"> • Additional of new categories and amendments to some existing categories: <ul style="list-style-type: none"> ○ Emergency defects for street lighting, sign, and illuminated bollards. <ul style="list-style-type: none"> ▪ Went live in December. ○ Flooding/flood risk management <ul style="list-style-type: none"> ▪ In testing, aiming to be live by the end of February, subject to successful testing. ○ Traffic signals changes. <ul style="list-style-type: none"> ▪ Went live in December. ○ Noisy/faulty manhole covers, potholes in multiple locations, gritting requests. <ul style="list-style-type: none"> ▪ Work in progress. ○ Back-office integration of PRoW into the Highways Asset Management System (HAMS). <ul style="list-style-type: none"> ▪ This has been delayed until a required migration of the HAMS platform is completed. The PRoW team do not currently use HAMS. They are due to imminently begin using the system and once that is in place, this function will become available on the Love Clean Streets app. This is forecast to be in the year 2024/2025. <p>(iii) Briefing Note circulated to all members of the committee on 2 April 2024.</p>
<p>25 January 2024</p>	<p>Lancashire Road Safety</p>	<p>Delivering better services</p>	<p>That;</p> <p>(i) The new terms of reference for the Lancashire Road Safety Partnership be shared with the Environment, Economic Growth and Transport Scrutiny Committee.</p> <p>(ii) A list of responsibilities setting out the statutory, custom and practice aspects of each of the organisations in the partnership be provided.</p> <p>(iii)A request to convene an Inquiry Day on the Lancashire Road Safety Partnership be</p>	<p>(i) Terms of reference for the newly established Lancashire Road Safety Partnership Delivery Group and Challenge Board which were agreed by the now disestablished Lancashire Road Safety Partnership Executive Board at its final meeting on 30 January 2024 were shared with all committee members on 20 February 2024.</p> <p>(ii) List of responsibilities shared with all committee members on 20 February 2024.</p>

			made to the Scrutiny Management Board at its meeting scheduled on 16 April 2024.	(iii) Request to be submitted to the next scheduled meeting of the Scrutiny Management Board on 16 April 2024.
11 March 2024	Value for Money - Potholes	Delivering better services	<p>That; the Cabinet Member for Highways and Transport gives consideration to;</p> <ul style="list-style-type: none"> (i) Conducting an urgent review of the defect reporting system and to confirm that there are other methods to report potholes via the call centre. (ii) Providing clarification on the workings of the Transport Asset Management Plan (TAMP) and the Local Deterioration Fund (LDF) with a view to enhanced member engagement in the LDF. (iii) Reviewing the highways safety inspection process. 	In progress - Recommendations shared with the Cabinet Member for Highways and Transport on 12 March 2024.

Health and Adult Services Scrutiny Committee

Work Programme 2023-24

The Health and Adult Services Scrutiny Committee Work Programme details the planned activity to be undertaken over the forthcoming municipal year.

The Health and Adult Services Scrutiny Committee has the responsibility to review and scrutinise any matter relating to the planning, provision and operation of the health service in the area, and to review and scrutinise county council Adult Services and Public Health. In addition, the Committee has statutory responsibility for the scrutiny of NHS proposals for a substantial development or variation relating to both adults and children's health in Lancashire. Accordingly, the work of the Health and Adult Services Scrutiny Committee will focus on the following areas:

- Adult Services
- Public Health
- Functions in relation to the Scrutiny of NHS services as set out in the NHS Act 2012

The programme is determined by the Committee following a planning session at the start of the municipal year. This includes provision for the rights of county councillors to ask for any matter to be considered by the committee.

Coordination of the Overview and Scrutiny Committee programmes is undertaken by the Scrutiny Management Board. This is in line with the Overview and Scrutiny Committees' Terms of Reference, as set out in the county council's Constitution (Part 2 Article 5).

Cabinet Members

The Cabinet Member portfolios aligned to the Health and Adult Services Scrutiny Committee's responsibilities are:

County Councillor Graham Gooch – Cabinet Member for Adult Social Care

County Councillor Michael Green – Cabinet Member for Health and Wellbeing

The areas of responsibility for each Cabinet Member are set out at Appendix A – Scheme of Delegation to Cabinet Members to the county council's constitution.

Health and Adult Services Scrutiny Committee Programme 2023-24

Committee Meeting Schedule							
Scrutiny Activity	12/7/23	13/9/23	25/10/23	4/12/23	22/1/24	20/3/24	8/5/24
LCC Adult Services Report to Committee			Housing with Care and Support Strategy 2018-25 update to include: Shaping Market Plan			ASC workforce strategy and new ways of working opportunities	ASC Living Better Lives in Lancashire
LCC Public Health Services Report to Committee		Happier Minds – substance misuse/suicide prevention plan	Place Integration Deal and development of 'Place		Public Health Service Transformation	Supporting Good Days @ Work project and employee wellbeing	
NHS Report to Committee	New Hospitals Programme Virtual wards Integrated Neighbourhood teams	NHS Community Mental Health Transformation Programme Update		ICB Recovery and Transformation		Update on ICB workforce action plan/priorities	Clinical Reconfigurations alongside New Hospitals Programme Update
Other Scrutiny Review Update						Smoking in pregnancy briefing note	NHS Integrated Neighbourhood Teams and Virtual Wards update (briefing note)
Cabinet Member		Health and Wellbeing	Adult Services		Health and Wellbeing	Adult Services/Health and Wellbeing	Adult Services

Health and Adult Services Scrutiny Committee Recommendations Progress

Meeting Date	Report Title	Corporate Priority	Recommendation	Progress Detail
12/7/23	New Hospitals Programme Update		New Hospitals Programme update be provided to the Health and Adult Services Committee in Spring 2024, once commercial work on options for sites for the new hospitals have been completed.	Included in the work programme January 2024
12/7/23	Virtual Wards		Virtual Wards team return to the Health and Adult Services Scrutiny Committee in 12 months to discuss transformation of outpatients and provide a further update on the expansion of the Virtual Ward provision.	Included in the work programme for May 2024
			Lancashire and South Cumbria Integrated Care Board consider the recruitment of carers to ease the pressure on the current market.	Response to be provided as part of the update to committee in May 2024
			The Report of the Chief Executive of the Lancashire and Integrated Care Board be shared with the members of the Health and Adult Services Scrutiny Committee	Provided to members as part of the Health and Care updates report compiled on bi monthly basis
12/7/23	Integrated Neighbourhood Teams		The Integrated Neighbourhood Team return to the Health and Adult Services Scrutiny Committee to provide an update at a later date.	Included on the work programme for May 2024
			A bitesize briefing be arranged for members on Integrated Neighbourhood Teams in more detail at a division level.	
13/9/23	NHS Community Mental Health Transformation Programme Update		A final update on implementation be presented to the Health and Adult Services Scrutiny Committee in 12 months' time.	To be included on the work programme for 2024/25
			A further update be provided to a future meeting of the Health Scrutiny Steering Group on the building programme to help support and influence where further capital funding may be required on the 'out of area' programme	Update provided to the steering group on 21/2/24. Information provided to committee as part of Steering Group report
13/9/23	Happier Minds	Caring for the Vulnerable	The Cabinet Member for Health and Wellbeing when reviewing future budgets, be asked that consideration is given to ensuring that resources are continued to be put into primary and secondary prevention work.	

25/10/23	NHS Lancashire Place Update and Future Arrangements		The following feedback be provided on the governance options for the future of the Lancashire Place: 1) The preferred option for Lancashire Place is a Joint Committee, 2) If it is possible that the statutory functions of the Health and Wellbeing Board could be integrated, then it should be combined with the Lancashire Place Partnership, 3) That the Lancashire Health and Wellbeing Board could be reframed from its current state subject to the results of any legal work to establish its feasibility, 4) Representation of the districts is required within whatever governance structure is decided upon.	Feedback as outlined provided
25/10/23	Housing with Care and Support Strategy 2018-25	Caring for the Vulnerable/Delivering Better Services	No further recommendations identified	NA
4/12/23	ICB Recovery and Transformation		That an update be presented to the committee in 12 months time.	To be included on 2024-25 work programme
22/1/24	Service Update – Public Health, Wellbeing and Communities	All priorities	i.) The Public Health, Wellbeing and Communities Service Update be noted, and further service updates be added to the agenda for future committee meetings. ii.) The following items be included as part of the 2024/25 work programme of the Health and Adult Services Committee and Steering group: <ul style="list-style-type: none"> • Public Health Annual Business Plan 2024/25 • A more detailed report of data and intelligence as outlined in the presentation. • A further update on Social Prescribing and clean air initiatives. iii.) An update to the Public Health team's review on smoking and pregnancy be provided to the committee in a future meeting. iv.) The distribution list and channels for the Public Health newsletter be reviewed to ensure committee members are alerted to work being undertaken including that with the parish and district councils to assist with further supporting the service.	For discussion and inclusion on 2024-25 work programme

20/3/24	Workforce Strategy and New Ways of Working Opportunities		<ul style="list-style-type: none"> i. With regards to sickness absence across adult services, consideration be given by the Cabinet Member for Adult Services to the following to further support employees and the potential reduction of sickness absence going forward: <ul style="list-style-type: none"> a. Identification of additional early intervention practices to support staff in areas with high prevalence of sickness absence resulting from mental health challenges. b. Analysis of uptake and impact on the provision of employee support offered to staff to include feedback on staff experience – how the support is accessed, staff journey, outcomes etc. c. Further analysis on the definition of mental health sickness absences and reasons behind absence to ensure level of appropriate support is identified and offered to employees. d. Matter of indoor clean air be reviewed through analysis of the impact of respiratory illnesses, potential prevention practices that could be undertaken in line with health and safety policy measures, impact on premises and cost analysis. ii. With regards to strengthening recruitment and retention across adult services, further consideration be given by the Cabinet Member for Adult Services to the following: <ul style="list-style-type: none"> a. An 'Attraction Policy' for recruitment to support what more could be done to further highlight Lancashire County Council as an employer of choice. b. Provision of information to all county councillors to help support/promote 	Recommendations circulated for response by 5 June 2024
---------	--	--	---	--

			<p>messages around recruitment and in particular information to councillors on vacancies/recruitment challenges in their areas.</p> <ul style="list-style-type: none"> c. The centralisation and analysis of information collated as part of Exit interviews to further understand trends and identify early intervention practices. d. A review of the processes for staff Exit interviews to include how they are undertaken, when, by whom and the potential utilisation of different platforms to receive information. e. Implementation of 'Stay' interviews to be further explored to include ways to support managers to retain staff, career pathways for employees, and particularly targeted to those areas where workplace mental health challenges are increasing, and those areas showing greater sickness absence rates. f. An action plan to be identified and reported back to the committee on the challenge in recruitment of occupational therapists, what the impact is on services such as Disabled Facilities Grants, any agreements in place with NHS Trusts to support this work and plans in place to reduce current wait times. <p>iii. A briefing note be provided to the committee on a further breakdown of vacancy and retention rates to include benchmarking with neighbouring authorities.</p> <p>iv. Further NHS Integrated Care Board workforce report to a future meeting of the committee be provided to include the following:</p>	
--	--	--	--	--

			<ul style="list-style-type: none"> a. Overall picture of workforce across the Lancashire and South Cumbria Integrated Care Board to include GP's and dentists with challenges, opportunities and financial implications. b. Further breakdown on the 'One Workforce' staff groupings detailed on page 31 of the agenda pack. c. Further detail on the role of Physician Associate to include plans for the new role and appropriateness of new roles being established to support services. d. Sufficiency of training places for NHS clinical positions such as medical/nursing degree courses. 	
--	--	--	--	--

Items for consideration for Health and Adult Services Scrutiny Committee work programme 2024/25:

- Employment type day provision for people with autism and or learning disabilities
- Public Health Annual Business Plan 2024/25
- Social prescribing
- Public Health data and intelligence
- NHS Community Mental Health Transformation Programme update – September 2024 – to potentially include plans on diagnosis pathways for autism and ADHD
- ICB recovery and transformation update – December 2024
- ICB workforce update

Health Scrutiny Steering Group Work Programme 2023-24

Meeting Schedule								
Scrutiny Activity	28/6/23	5/9/23	4/10/23	15/11/23	10/1/24	21/2/24	18/4/24	22/5/24
LCC Adult Services	Portfolio and service update session		Winter plans		Joint Carers Strategy update		Approach to Performance Monitoring	Winter Plans – lessons learnt
LCC Public Health		Children's health update	NHS health check programme update					
Annual Reports (Quality reports etc)								Quality Accounts
NHS Service Reports	ICB general update	Enhanced Acute and Rehabilitation Stroke Services update	Winter plans	Transformation and reconfiguration programmes Shaping Care Together Update	Demand for services - Continuing Healthcare update	CMHTP – update on building prog and capital funding	Shaping Care Together update	Winter Plans – lessons learnt
Other Partner Updates					LSCFT – Whittingham inpatient mental health service – business case	LMC – Lancashire GP survey written report	CQC -inspection framework update	
Other (watching briefs, briefing notes etc)			Corporate performance indicators Q2 (watching brief)		Pathology (briefing note)	Social Care Reforms preparation and Liberty Protection Safeguards (briefing note)	DNA CPR (briefing note)	Corporate performance indicators Q3 (watching brief)

Health Scrutiny Steering Group Actions Progress

Meeting Date	Report Title	Corporate Priority	Actions	Progress Detail
5/9/23	Public Health Children's Health Update	Caring for the Vulnerable	The Public Health team review best practice in Lancaster regarding smoking in pregnancy with the aim to share information with all Lancashire districts	Briefing note update on Lancashire & South Cumbria NHS Maternity Treating Tobacco Dependency circulated 1/3/24
			A briefing note update on children's health be provided to the Health and Adult Services Scrutiny Committee in 12 months time	To be included on the work programme for 2024/25
5/9/23	NHS Enhanced Acute and Rehabilitation Stroke Services Update		Results of the case for change review be shared with the steering group once complete	
			The steering group liaise with Westmorland and Furness Council regarding the pause in the business case before the next meeting of the steering group	Views have been sought and awaiting a response
4/10/23	Adult Social Care Winter Plans	Caring for the Vulnerable	An update be received in May 2024 on lessons learnt	Included on the work programme for 2023/24
			Support be given to the Cabinet Member in seeking to achieve a more settled funding outlook for services	Update to be provided as part of report in May 2024
4/10/23	NHS Health Check Programme Update	Caring for the Vulnerable	Further information to be provided to councillors to help support the roll out of health checks	Work is being undertaken on the communication strategy to include support from elected members. Performance data to also be shared with all councillors.
			An update be provided to the steering group in 12 months	To be included on the work programme for 2024/25
15/11/23	Transformation and Reconfiguration Programmes	NA	An update be provided to a future meeting of the steering group	To be included on the work programme for 2024/25
15/11/23	Shaping Care Together update	NA	Updates to be provided to a future meetings of the steering group	Update to be provided at the April meeting of the steering group with a further report to a future meeting of the full committee

10/1/24	NHS Whittingham Inpatient Mental Health Service	NA	<p>Outline business case be shared with the group along with floor plans and a video link.</p> <p>Briefing note update to be provided in March/April with a further update on progress in 12 months' time.</p>	<p>Information shared with the group March 2024</p> <p>To be included on the work programme 2024/25</p>
10/1/24	Lancashire Carers Strategy 2024-27	Caring for the vulnerable Delivering better services	<p>The action plan be shared with members in April.</p> <p>Report on the impact of the action plan be provided in around 12 months' time.</p>	To be included on the work programme 2024/25
21/2/24	LSCFT Out of Area Placements	NA	<p>A request be submitted from the steering group to the ICB for further detail/plans on the diagnosis pathways for autism and ADHD services, and to raise concerns over the 3 year implementation period indicated, which will be included as part of the work programme for the committee early in 2024/25.</p> <p>Further work be undertaken around housing challenges to assist with reduction in length of stay to include:</p> <ul style="list-style-type: none"> • More detail on benchmarking length of stay to further understand challenges(including geographically). • How districts prioritise housing. • Coordination of housing need for mental health patients. • Review on information gathered to determine next steps. <p>Briefing note be provided to the steering group on the draft plan of the organisation of current mixed sex wards to include balance with local need and geographical spread.</p>	<p>Information requested. Response received from ICB on further detail around diagnosis pathways for autism and ADHD services which was circulated to group members 4/4/24.</p> <p>To be provided to the steering group at the end of April 2024.</p>

			<p>Information be provided as part of the wider update to the full committee later in 2024 to include:</p> <ul style="list-style-type: none"> ○ Mental health patients presenting in A&E and how these are being managed by LSCFT. ○ Update on work to be undertaken to reduce the £20m forecast deficit. 	
--	--	--	---	--

Items for consideration for 2024-25 Health Scrutiny Steering Group work programme:

- Communication
- Dental services pilots update – moved to future meeting of the steering group
- Public Health children's health update briefing note – September 2024
- NHS Health Check Programme update
- Transformation and reconfiguration programmes update
- NHS Whittingham Inpatient Mental Health Service update briefing note – January/February 2025
- Lancashire Carers Strategy – action plan impact report – January/February 2025

Scrutiny Management Board

Work Programme 2023-24

The Scrutiny Management Board Work Programme details the planned activity to be undertaken over the forthcoming municipal year.

The Scrutiny Management Board is responsible for the overall management, coordination and monitoring of Overview and Scrutiny, to ensure the general effectiveness and development of the county council's Overview and Scrutiny Committees for the benefit of the people of Lancashire. It will also have responsibility for the production of a Scrutiny Annual Report for submission to Full Council.

The Board also has responsibility to review and scrutinise proposals made by the cabinet in relation to the county council's budget. In addition, the Board will oversee wider member training and development arrangements and opportunities and make recommendations to the relevant Cabinet Member. A regular report on the Political Governance Working Group's activities and workplan will also be presented to the Board.

The programme is determined by the Board following a planning session at the start of the municipal year. This includes provision for the rights of county councillors to ask for any matter to be considered by the Board.

Scrutiny Management Board Programme 2023-24

Board Meeting Schedule				
Scrutiny Activity	25/07/23	31/10/23	16/01/24	16/04/24
Scrutiny Management Activity	2023/24 Work programmes for all scrutiny committees incl. Political Governance Working Group Report on the activity of the Councillor Support Steering Group	Work programmes Political Governance Working Group Report on the activity of the Councillor Support Steering Group	Work programmes incl. Political Governance Working Group Report on the activity of the Councillor Support Steering Group	Work programmes incl. Political Governance Working Group Report on the activity of the Councillor Support Steering Group
Annual Report to Board	Annual Report Development	Annual Report 2022/23		
Planned Decision Scrutiny Review		Budget Scrutiny	Budget Scrutiny: <ul style="list-style-type: none"> • Money Matters 2023/24 Position - Q2 • Medium Term Financial Strategy Update 2024/25 - 2026/27 • Budgeted Savings Tracker 	Budget Scrutiny: <ul style="list-style-type: none"> • Money Matters 2023/24 Position – Q3 • Budgeted Savings Tracker
Cabinet Member Required Attendance		CC Alan Vincent	CC Alan Vincent CC Graham Gooch CC Rupert Swarbrick	CC Alan Vincent

Scrutiny Management Board Recommendations Progress

Meeting Date	Report Title	Corporate Priority	Recommendation	Progress Detail

Scrutiny Management Board

Meeting to be held on Tuesday, 16 April 2024

Electoral Division affected:
None;

Corporate Priorities:
N/A;

Scrutiny In-Year Requests

Contact for further information:

Gary Halsall, Tel: (01772) 536989, Senior Democratic Services Officer,
gary.halsall@lancashire.gov.uk

Brief Summary

Since the last meeting of the Board on 16 January 2024, the Economic Growth and Transport Scrutiny Committee has made a request to convene an Inquiry Day on the Lancashire Road Safety Partnership (LRSP).

Recommendation

The Scrutiny Management Board is asked to consider the request from the Environment, Economic Growth and Transport Scrutiny Committee.

Detail

At its meeting on 25 January 2024, the Environment, Economic Growth and Transport Scrutiny Committee considered a report on Lancashire Road Safety that included an update on the Lancashire Road Safety Partnership.

The report highlighted that the partnership had undergone a root and branch review and that a revised remit would be presented to the Lancashire Road Safety Partnership Executive Board at its meeting on 30 January 2024. In addition, it was reported that three former fulltime posts within the Lancashire Road Safety Partnership had been disbanded in November 2023, which were a manager, coordinator, and an analyst post (vacant post for a number of years). These posts were paid for by Lancashire Constabulary from income sourced from speed awareness courses. It was clarified that this course of action did not mean the disestablishment of the partnership.

The Chair of the Committee in summing up at the meeting felt that as members were unaware of the changes to the partnership, it was suggested that an Inquiry Day would provide a useful platform to review the changes. The committee therefore

resolved that a request to convene an Inquiry Day on the Lancashire Road Safety Partnership be made to the Scrutiny Management Board at its meeting scheduled on 16 April 2024.

The report and the minutes of the meeting are available on the Lancashire County Council website: <https://council.lancashire.gov.uk/mgAi.aspx?ID=99031>

Subject to the agreement of the Board the scope for the Inquiry Day and intended outcomes will need to be drafted and confirmed. It is envisaged that all partners within the partnership will be required and invited to participate and give evidence.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Legal

There are no significant legal implications detailed in the report.

Finance

There are no significant financial implications detailed in the report.

Risk management

This report has no significant risk implications detailed in the report.

Local Government (Access to Information) Act 1985 List of Background Papers

Paper	Date	Contact/Tel
-------	------	-------------

None

Reason for inclusion in Part II, if appropriate

N/A



Scrutiny Management Board

Meeting to be held on Tuesday, 16 April 2024

Electoral Division affected:
(All Divisions);

Corporate Priorities:
N/A;

Report on the activity of the Councillor Support Steering Group

Contact for further information:

Gary Halsall, Tel: (01772) 536989, Senior Democratic Services Officer,
gary.halsall@lancashire.gov.uk

Brief Summary

An overview of matters presented and considered by the Councillor Support Steering Group at its meeting held on 31 January 2024.

Recommendation

The Scrutiny Management Board is asked to receive the report of the Councillor Support Steering Group.

Detail

This report provides the Scrutiny Management Board with an overview of matters presented and considered by the Councillor Support Steering Group (CSSG) at its meeting held on 31 January 2024.

Meeting held on 31 January 2024

Information Governance for Councillors

Jo Winston, Information Governance Manager, presented a report that updated members on progress and further proposals to support councillors' understanding of information governance.

It was noted that despite all councillors having been registered and automatically enrolled on the corporate MeLearning platform for information governance e-learning, the number of councillors who have completed the course to date was low. It was reported that following the county council elections next year, all councillors will be required to complete the MeLearning course only once, at the beginning of their term of office, to provide basic guidance around data protection, freedom of

information and cyber security, but incumbent councillors are required to undertake the training now.

In response to councillor feedback, an enhanced bespoke e-learning training package specifically for elected members is currently being designed by the Skills and Learning Development team to further support councillors. Once it goes 'live', all councillors will be required to complete it on an annual basis to ensure they remain up to date with current information governance advice.

The Councillor Support Steering Group noted the report and agreed to form a pilot group for testing the new bespoke councillor information governance e-learning course and provide feedback. The group agreed that councillors who had not yet completed the e-learning course would be sent a reminder and the importance of completing the training would be discussed in group meetings.

Lancashire Highways Dashboard for Councillors

Paul Binks, Highways Asset Manager - Principal Engineer, provided an update on the councillor highways dashboard, stating that some new areas of work are to be added to the dashboard, namely tree works, gritting routes and traffic signal faults, but that no timeframe has been set for this to date.

The mobile version of the app and downloadable shortcut is now available to be installed on mobile devices. As numbers were low on who have downloaded the shortcut to date, it was reported that additional work will take place to encourage councillors to use the shortcut.

The Councillor Support Steering Group was reminded that training for the councillor highways dashboard also incorporates training for the love clean streets app. It was reported that the training session held in December had received some really positive feedback and that a further two sessions have already been arranged to take place over the next month. Subject to demand, additional sessions will be arranged as required, with a separate session being arranged for Cabinet and Lead Members.

Digital Services Update for Councillors

Andy Griffin, Business Relationship Manager, presented an update on Digital Services Support for Councillors, which included a summary of incidents raised by councillors via the Digital Services Helpdesk (councillors select option 4) and Digital Services portal and future/current ICT changes and software upgrades that may affect councillors.

Member Systems Development

Craig Alker, Democratic Services Officer (Technical), provided an update, confirming that the new elected members information system, which was to be used as a central archive for all members' information, is now live. Moving forward, all councillors will be able to update their own personal information – such as changing their address, contact information, emergency contacts, special requirements etc, as well as being able to view their own training history. Following a few minor adjustments, the system will be rolled out to all councillors, with training being provided as required.



It was reported that the development of a new system for local member grants has commenced this month, which, as well as allowing organisations to submit and monitor grant applications online, will enable councillors to view their own current and previous grant applications, including budgetary information and confirmation of spend by the organisation. Councillors will also be able to view any monitoring information for the applications they have supported. Once the new system has been developed, members of the Councillor Support Steering Group will be asked to take part in testing the system.

A new members allowances system is also to be developed by Digital Services to bring it up to date and make it easier for councillors to claim expenses. Democratic Services officers will be meeting with Digital Services over the next week to discuss initial requirements and functionality.

C-First Developments

Catherine Earnshaw Senior Democratic Services Officer, presented a report on C-First developments, highlighting the recent improvements made to enable councillors to access information 'on the go' on their mobile devices as well as via desktop devices.

Additionally, councillors can also subscribe to the C-First RSS news feed to readily access articles as soon as they are published; C-First is also aligned with the Modern.Gov system to provide a personalised calendar of meetings; a shortcut to the C-First app is now available for download onto mobile devices on which Microsoft Intune is installed and a monthly newsletter has just been launched that features a roundup of news, training, development and support for councillors.

LCC Elections 2025

Catherine Earnshaw, Senior Democratic Services Officer, provided a verbal update on the county council elections for 2025, reminding the Group of its previous decision to be consulted and involved in planning for the elections, particularly post election, especially with regard to ICT provision and the way in which councillors would like to access information going forward.

Planning work for the 2025 elections has already commenced. Initial discussions with the Local Government Association have also taken place with regard to our *Be A Councillor* resources to see if there are any opportunities to work with them. The Lancashire *Be A Councillor* resources will be refreshed to bring them up to date.

With regard to the district and Police and Crime Commissioner election in May 2024, it was reported that the pre-election publicity guidance will be issued to councillors and published on Staff News in the next week.

Future meetings

The next scheduled meetings of the group for the remainder of the 2023/24 municipal year are as follows:

- 28 March 2024.
- 16 May.



Consultations

N/A

Implications:

This item has the following implications, as indicated:

Legal

There are no significant legal implications detailed in the report.

Finance

There are no significant financial implications detailed in the report.

Risk management

This report has no significant risk implications detailed in the report.

Local Government (Access to Information) Act 1985 List of Background Papers

Paper	Date	Contact/Tel
-------	------	-------------

None

Reason for inclusion in Part II, if appropriate

N/A

