

Full Council

Thursday, 20 February, 2014, at 1.30 pm in the Council Chamber, County Hall, Preston.

Agenda

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1. **Apologies and Announcements**
2. **Disclosure of Pecuniary and Non-Pecuniary Interests**
- A. Matters for Decision**
 3. **Report of the Employment Committee - Appointment of Chief Executive** (Pages 1 - 2)
 4. **The County Council's Budget 2014/15** (Pages 3 - 386)
 5. **Treasury Management Policy and Strategy 2014/15** (Pages 387 - 418)
- B. Matters for Information**

There are no matters for report at this meeting.

Jo Turton
Interim Chief Executive

County Hall
Preston
19 February 2014

Meeting of the Full Council
Meeting to be held on 20 February 2014

Report submitted by: County Secretary and Solicitor

Part A

Electoral Division affected:
None

Report of the Employment Committee
Appointment of Chief Executive

Contact for further information:
Chris Mather, (01772) 533559, Office of the Chief Executive,
Chris.mather@lancashire.gov.uk

Executive Summary

Approval to the appointment of a new Chief Executive.

Recommendation

The Full Council is asked to approve the appointment of a new Chief Executive as recommended by the Employment Committee.

Background and Advice

The Authority has delegated to the Employment Committee the role of appointing Chief Executive, Executive Directors, the Monitoring Officer (the County Secretary & Solicitor) and the Chief Financial Officer (the County Treasurer). However, in respect of the appointment of the Chief Executive, the Monitoring Officer and the Chief Financial Officer, the Authority is also required by law to include in its Constitution the following provisions:

- That the Authority must approve the appointment before an offer of appointment is made.
- Every member of the Cabinet has had the opportunity to object to the appointment.

It is also provided in Regulations that the approval must be made by Full Council itself and cannot be delegated to a committee or officer.

Interviews for the Chief Executive post will be held on 13 February 2014. It is proposed that immediately following the resolution of the Employment Committee there will be notification to members of the Cabinet in accordance with the requirement indicated above. Subject to any objections received, the chair of the

Employment Committee will then report on the resolution of the Employment Committee at this meeting and invite the approval of Full Council.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

N/A

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

Paper	Date	Contact/Directorate/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A

Agenda Item 4

Meeting of the County Council Meeting to be held on 20 February 2014

Report submitted by the Cabinet

Part A

Electoral Division affected:
All

Revenue Budget 2014/15 Council Tax and Precept 2014/15 Capital Investment Strategy 2014/15 and future years (Appendix 'A' refers)

Contact for further information:
Gill Kilpatrick, (01772) 534715, County Treasurer
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Executive Summary

To consider the recommendations of the Cabinet on 6 February 2014 regarding:

1. The Revenue Budget 2014/15: section 1 of this report and Appendix 'A';
2. The Council Tax and Precept 2014/15: section 2 of this report; and
3. The Capital Investment Strategy 2014/15 and future years: section 3 of this report and Appendix 'A'.

Please note: The reports on the County Council's Budget for 2014/15 considered by Cabinet at their meetings 7 November 2013, 5 December 2013, 9 January 2014 and 6 February 2014 form part of the background to the report attached at Appendix 'A'. The detailed information from those reports is not repeated in this report. Those reports are available via the Cabinet Agendas on the Council's website:

<http://council.lancashire.gov.uk/ieListMeetings.aspx?Committeeld=122>

Recommendation

The Full Council is asked to consider the proposals of the Cabinet from its meeting on 6 February 2014 and then approve:

- The Revenue Budget for 2014/15;
- The Council Tax Requirement and Precept for 2014/15; and
- The Capital Investment Strategy 2014/15 and future years.

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

Paper	Date	Contact/Directorate/Ext
Grant Settlement and Budget working papers	January 2014	George Graham/County Treasurer's Department/ext 38102

Report of the Cabinet

The Cabinet **recommends** the adoption of the proposals set out below for the:

- 2014/15 revenue budget,
- the council tax and precept for 2014/15, and
- the capital investment strategy 2014/15 and future years.

1. Revenue Budget 2014/15

The Cabinet **recommends** the adoption of the revenue budget proposals as set out in Appendix A and in the table below, which sets out the proposed budget allocations to directorates and other budget areas.

Budget	2014/15 Cash Limit £m
Adult Services Health & Well-being	325.961
Children & Young People	148.001
Environment	180.318
Office of Chief Executive	22.784
County Treasurer	3.771
Strategic Partner *	22.930
Corporate Expenditure	26.608
Financing Charges	30.834
Lancashire County Commercial Group	-0.918
Discretionary Hardship Claims	0.250
Contribution from Reserves	-2.229
Total	758.310

Note * - From the 1 April 2014, the Strategic Partner budget will reflect the return of a number of services from One Connect Ltd to the County Council.

2. Council Tax and Precept 2014/15

The Cabinet **recommends** the Full Council to authorise, in pursuance of the provisions of the Local Government Finance Act 1992, and in order to meet the general expenses of the County Council for the financial year 2014/15:

a) Budget, Council Tax Requirement and Precept for 2014/15:

Budget Requirement	£758.310m
Less formula grant	£211.602m
Less Retained Business Rates	£171.258m
Less New Homes Bonus grant	£3.194m
Equals council tax cash	£372.256m
Divided by tax base	336,049.60
Gives Band D council tax	£1,107.74
2013/14 council tax	£1,086.13
Percentage increase	1.99%

b) Council Tax (on the basis of a budget requirement of £758.310m and the Council Tax base now calculated of 336,049.60) for each property valuation band:

	£
Band A	738.49
Band B	861.58
Band C	984.66
Band D (basic)	1,107.74
Band E	1,353.90
Band F	1,600.07
Band G	1,846.23
Band H	2,215.48

c) The share for each District Council of the net total raised from the Council Tax of £372.256m:

	£
Burnley	23,295,772
Chorley	36,826,573
Fylde	31,169,588
Hyndburn	20,565,193
Lancaster	42,094,120
Pendle	24,571,446
Preston	38,151,673
Ribble Valley	23,695,666
Rossendale	20,185,238
South Ribble	37,176,308
West Lancashire	36,731,949
Wyre	37,792,057
Total raised from the council tax	372,255,583

3. Capital Investment Strategy 2014/15 and future years

The Cabinet **recommends** the adoption of the proposals for the Capital Investment Strategy 2014/15 and future years as set out at Appendix A.

Jennifer Mein
Leader of the Council
County Hall, Preston

The County Council's Revenue Budget and Council Tax for 2014/15 and Capital Investment Programme for 2014/15 and future years

1 Introduction

Over the past three years the reductions in public spending following the 2010 Comprehensive Spending Review have had a significant impact on the level of resources for local government. Over that period, the County Council saw a 28% reduction in the level of resources received from the government and by the end of 2013/14, will have delivered savings of more than £220m.

The budget for 2014/15 has been developed facing an external environment that has become even more challenging for the County Council and other local authorities.

Consequently this budget, far more than any budget previously considered by the Council needs to focus on the future, recognising the financial climate in which the budget is being set and the scale of the financial challenge over the following four years. This is more than simply setting a budget for 2014/15; it is about recognising the scale of the challenge to come, to do otherwise would severely limit the flexibility of the Council around significantly reduced budgets.

This report presents for consideration by the Council the recommendations of the Cabinet for:

- The revenue budget for 2014/15;
- The Council Tax for 2014/15;
- A revised capital investment programme for 2014/15 and future years.

In addition the report sets out the advice of the County Treasurer as the Council's statutory Chief Finance Officer on the robustness of the budget and the adequacy of reserves as required by s. 25 of the Local Government Act 2003.

2 The Budget Process

The County Council's approach over the four years of the next financial strategy is to deliver a balanced budget in 2014/15 and then develop a three year budget for the period 2015/16 to 2017/18.

The Cabinet has considered aspects of the 2014/15 budget at a number of its meetings and the reports considered can be found at:

<http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteId=122>

3 The Context for Setting the 2014/15 Budget

The Cabinet's recommendations for the 2014/15 revenue budget and capital investment programme are framed within the context of the on-going environment of austerity across the public sector.

Over the three years 2011/12 to 2013/14 the County Council has successfully reduced its cost base by £220m, the equivalent of 25% of its 2010/11 budget.

This has been achieved through a number of measures, but particularly by reducing the costs of management, bureaucracy, and administration, efficiency savings, the challenging of costs, re-shaping services and through increased charges. Service levels have largely been protected.

The 2014/15 budget is being set within a framework that will deliver a financial strategy for the whole of the period from 2014/15 to 2017/18. The Council will set a balanced budget for 2014/15 and then a three year budget for the period 2015/16 to 2017/18 that will also deliver a reshaping of the Council and its operations that will result in a considerable downsizing of the organisation alongside the reductions in the available budget.

The Council has identified a series of cost pressures and reductions in funding for the period 2014/15 to 2017/18 and Cabinet is recommending to Full Council a number of savings proposals that meet the identified pressures in 2014/15 in full and make a 'downpayment' on the further savings required for the following three year period.

The pressures identified for this four year period reflect the continuing increase in demand for council services, in particular those services delivering social care to both older people and children as well as increases in contract prices, pay and related costs.

The reduction in resources has been confirmed for 2014/15 and provisionally identified for 2015/16 in the local government finance settlement announced on 5 February 2014. In delivering his Autumn Statement in December the Chancellor of the Exchequer stated that the current period of austerity would last until at least 2020. In view of this statement a forecast of the reductions in resource for 2016/17 to 2017/18 has also been made reflecting the pattern of reductions seen from 2011/12 to 2015/16.

The impact of this on the County Council will be significant. This combination of rising costs and reducing resources means that the Council will be required to make savings in the order of £300m over the four years 2014/15 to 2017/18.

4 The Revenue Budget

4.1 The financial challenge

In November a report to Cabinet identified the financial challenge faced by the Council over the four year period 2014/15 to 2017/18:

Forecast increases in the Council's costs	£m
<i>The starting point – the 2013/14 Revenue Budget</i>	776.34
<i>Add : Forecast Changes to Costs</i>	
Potential impact of pay awards	18.5
Potential impact of increased employers contribution as a result of the triennial valuation of the Pension Fund	8.4
Impact of the introduction of the single tier pension	6.0
Forecast impact of conversion to academies	2.3
Impact of inflation on the prices paid to third parties	79.2
Impact on costs of Forecast Changes to Demand for Services	50.9
<i>Total of Forecast Increases in Costs</i>	<i>165.3</i>
<i>Budget Requirement by 2017/18</i>	941.64

Forecast reductions in the Council's resources	£m
<i>The starting point – the level of resources within the 2013/14 Revenue Budget</i>	776.34
Made up of:	
• Council tax	360.21
• Revenue Support Grant	248.81
• Local share of the business rates	165.53
• New Homes Bonus	1.79
<i>Forecast Changes to Resources:</i>	
Council Tax	+4.0
Revenue Support Grant and Local share of the business rates	-133.7
Increase in New Homes Bonus grant	+1.4
Reduction in Education Support Grant in 2015/16	-5.0
Proposed topslice to New Homes bonus	-1.0
<i>Overall Impact on resources</i>	<i>-134.3</i>
<i>Forecast of resources in 2017/18</i>	642.04

The combined impact of the increases in costs and reductions in resources gave a gap of £300m that set the challenge for the Council for the four year period from 2014/15 to 2017/18 as set out below:

The Overall Position	£m
Budget Requirement by 2017/18	941.64
Forecast of resources in 2017/18	642.04
Gap	299.60

This gap was profiled over the four years from 2014/15 to 2017/18 as follows:

2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
76	94	67	63	300

4.2 Meeting the Challenge

Cabinet agreed that the Council should meet the significant financial challenge it faced by setting a balanced budget for 2014/15 and developing a further three year budget for 2015/16 to 2017/18 and in doing so develop proposals that would deliver a reshaped organisation that would be reduced in size and operate within the significantly reduced resource level forecast for 2017/18.

Cabinet has considered a series of reports that identified a number of further cost pressures and changes in the level of resources available for this period as shown in the table below:

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
Further costs:					
Impact of implementing the living wage	-3.000	-0.090	-0.093	-0.095	-3.278
Impact of revised forecast of procurement savings	-5.000				-5.000
Preston Bus Station	-0.190				-0.190
Additional cost of pension changes for LCCG	-0.525				-0.525
Planned savings in respect of the Council's Operating model that will not be achieved	-0.500	-0.500			-1.000
Revenue consequences of increased borrowing to free resources to meet the costs of Voluntary Redundancy		-3.045			-3.045
Funding reductions:					
Removal of Care and Urgent Needs funding		-3.506			-3.506

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
Changes in Funding:					
Impact of the Local Government Finance Settlement compared to the forecast level of resources	0.792	1.149			1.941
Additional resources due to increase in the taxbase	3.797				3.797
Impact of Single Persons Discount review	-2.000	2.000			-
Impact of growth in Business Rates income	0.714				0.714
Total	-5.912	-3.992	-0.093	-0.095	-10.092

Cabinet has approved a number of proposals during the year that deliver savings in 2014/15 and future years without affecting the level of services being delivered to the public. These include the impact of the 10% Challenge a significant exercise which engaged staff across the County Council in actively identifying better and less expensive ways of delivering services with no impact on the overall quantity or quality of services delivered:

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
Saving Proposals					
*Review of costs	18.116	3.883	3.768	3.708	29.475
*10 % Challenge - efficiency savings	16.272	2.809			19.081
*Efficiency savings through reducing the cost of being in business	14.522	1.769	2.313	6.729	25.333
Total	48.910	8.461	6.081	10.437	73.889

*Further detail on the saving proposals shown above is available in Annex 'A'.

Cabinet recommends that the County Council notes the savings that will be delivered with no impact on the level of service provided to the public.

Cabinet has also considered a number of savings proposals that will impact upon the services the County Council delivers to the public. Cabinet has conducted a consultation exercise with the public and other key stakeholders to take account of their views on these proposals and as a result is proposing the following savings as part of its budget recommendations to the Council for 2014/15 as shown below:

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
*Savings from reshaping the way services are delivered	7.460	7.970	9.960	6.960	32.350
*Savings from proposed policy options	16.567	11.292	6.258	1.950	36.067
Total	24.027	19.262	16.218	8.910	68.417

*Further detail on the individual savings proposals, and Equality Impact Assessments where required, is available in Annex 'A'.

As part of the overall budget package, Cabinet is recommending to Full Council additional investment of £0.500m per year for the provision of Community Transport services.

5 The level of Resources Available to support the 2014/15 Revenue Budget

The revenue resources which support the County Council's 2014/15 budget are:

- Resources received through the Local Government Finance Settlement
- Specific grants
- Business Rates, and
- Council Tax.

5.1 *The resources received through the Local Government Finance Settlement.*

The final settlement was announced on 5th February 2014 and identified a level of resource that was greater than previously forecast by £0.792m in 2014/15 and £1.149m greater than forecast in 2015/16.

5.2 *Specific Grants to be received by the County Council in 2014/15*

The following table summarises the more significant specific grants to be received by the Council in 2014/15

	Allocation 2014/15 £m	
Public Health	59.801	Ringfenced funding only able to be spent in accordance with the conditions of the grant
NHS support social Care	25.292	This reflects the initial transfer of funding through the Better Care Fund and has associated spend tied into various agreements that are required with the NHS
Social Care New Burdens	6.553	Related to additional costs identified following the implementation of the Dilnott review
Local Welfare Provision Grant	2.937	Funding for support provided to the public under the Care and Urgent Needs programme

The final local government settlement has also confirmed the New Homes Bonus grant allocations for 2014/15. For the County Council this has realised a one-off additional resource in 2014/15 of £0.238m.

5.3 Council Tax Resources

The level of resource that will be raised through Council Tax has increased considerably in 2014/15 due to an increase in the County's taxbase that will realise £3.797m of Council Tax income greater than previously forecast.

However, the impact of the Single Persons Discount review will now not be incorporated into the calculation of council tax revenue until 2015/16. Due to the timing of the review the outcome cannot be included in the calculation by the District Councils of the 2014/15 taxbase. The additional council tax received as a result of the review in 2014/15 will come through in the council tax surplus reported in January 2015 and will be included within the 2015/16 taxbase calculations.

A surplus on the Collection Fund in 2013/14 in respect of Council Tax has been identified realising one-off resource available in 2014/15 of £4.360m. This is a one off resource.

- *Options for Council Tax in 2014/15*

The government has introduced legislation which requires council tax increases above a certain amount to be subject to a referendum. The threshold for the County Council is an increase in Council Tax of 2% before triggering a referendum. An increase of 1.99% will not trigger the referendum limit and would raise additional resources of £7.246m.

In addition, the government is making available a Council Tax freeze grant, payable to those authorities which do not increase council tax. The grant is set at the equivalent of a 1% increase in Council Tax, and is payable over the two years of

2014/15 and 2015/16. This equates to a grant of £4.2m for the County Council in each year. Beyond this, government has stated that the funding for this grant will form part of the overall funding available for Local Government but offered no further detail on how it will be allocated.

It is the recommendation of the Cabinet to Full Council that a Council Tax increase of 1.99% be agreed in 2014/15.

5.4 Business Rates resources

From 2013/14 an element of the Councils funding is received from the locally retained element of Business Rates collected by the District Councils. Following the receipt of the final forecast for this income for 2014/15 from the District Councils, £0.714m of funding above the level originally forecast will be received. Following confirmation on the Small Business Rates Relief grant that the Council will receive in 2014/15, which was received on 7 February, the level of business rates is £0.577m above that previously reported to Cabinet.

Final figures received from District Councils have also confirmed a deficit on collection in 2013/14 of £2.178m in respect of Business Rates. The main driver of this figure is the assumed level of success of business rate appeals assumed by the District Councils. As with any surplus or deficit on the Council Tax collection fund, this is a one-off issue and considered alongside other one-off resources and costs.

6 The Overall Revenue Budget Position for 2014/15

6.1 Summary of Cabinet's Revenue Budget recommendations

The overall impact of the Cabinet's recommendations to Full Council for the 2014/15 revenue budget is set out in the table below. The table reflects the Cabinet's recommendation of a council tax increase of 1.99% in 2014/15 and the savings proposals that have been recommended to the Council following consultation with the Council's key stakeholders.

It is the advice of the County Treasurer that, given the level of financial challenge facing the Council over the next four years, a maximum of £5m of reserves should be used to support the 2014/15 revenue budget. Taking the recommendations of Cabinet to Full Council, together with the additional business rate income of £0.557m as identified in section 5.4 above, in order to achieve a balanced budget in 2014/15, reserves of £2.229m will be used to support the 2014/15 revenue budget.

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
Savings gap identified by Cabinet in November 2013	-76.000	-94.000	-67.000	-63.000	-300.000
Further cost and changes in funding *	-5.912	-3.992	-0.093	-0.095	-10.092
Savings that do not impact on the level of service to the public *	48.910	8.461	6.081	10.437	73.889
Savings proposals put out to consultation *	24.027	19.262	16.218	8.910	68.417
Investment in Community Transport	-0.500				-0.500
Proposal to increase Council tax by 1.99%	7.246				7.246
Contribution from County Fund	2.229	-2.229			-
Savings gap	0	72.498	44.794	43.748	161.040

Note * Detail provided in section 4.2

In addition to the revenue budget position shown above, the following one-off resources are available in 2014/15:

Additional one off resources in 2014/15	£m
Council Tax Collection Fund surplus 2013/14	4.360
Business Rates Collection Fund deficit 2013/14	-2.178
New Homes Bonus Adjustment Grant 2014/15	0.238
Total one-off resources	2.420

While the County Council now has certainty over the level of resources available in 2014/15 the scale of the challenge to deliver further savings of £161m in 2015/16 to 2017/18 will require resources to be set aside to fund the costs of downsizing and reshaping the organisation.

The Cabinet's recommendation to Full Council is that the one-off resource of £2.420m identified above should be transferred to the Council's Downsizing reserve.

6.2 Cash Limits for Services in 2014/15

Since the meeting of the Cabinet on 6th February 2014 individual cabinet members have approved the allocations of resources to individual devolved financial management schemes (DFMs) within the overall cash limits set out below and at Annex B. The reports setting out these details can be accessed at:

<http://council.lancashire.gov.uk/mgDelegatedDecisions.aspx?bcr=1>

Budget Area	*2013/14 adjusted budget	2014/15 Cash Limit	Change	
	£m	£m	£m	%
Adult Services, Health & Well-Being	335.201	325.961	-9.240	-2.76
Children & Young People	156.033	148.001	-8.032	-5.15
Environment	183.458	180.318	-3.140	-1.71
Office of Chief Executive	24.094	22.784	-1.310	-5.44
County Treasurer	4.496	3.771	-0.725	-16.13
Strategic Partner **	16.914	22.930	6.016	35.57
Corporate Expenditure	29.219	26.608	-2.611	-8.94
Financing Charges	32.349	30.834	-1.515	-4.68
Lancashire County Commercial Group	-1.751	-0.918	0.833	-47.57
Discretionary Hardship Claims	0.750	0.250	-0.500	-66.67
Contribution from Reserves	-	-2.229	-2.229	-
Total	780.013	758.310	-21.703	-2.78

Note * - Reflects in year budget movements between directorates and changes to financing in 2014/15 to provide consistency when comparing year on year cash limit movements.

Note ** - From the 1 April 2014, the Strategic Partner budget will reflect the return of a number of services from One Connect Ltd to the County Council.

Further details of the cash limits in the table above are shown at Annex 'B' of this report.

6.4 Council Tax 2014/15

The recommendation of the Cabinet to Full Council on the budget and council tax requirement is set out below:

Budget Requirement	£758.310m
Less formula grant	£211.602m
Less Retained Business Rates	£171.258m
Less New Homes Bonus grant	£3.194m
Equals council tax cash	£372.256m
Divided by tax base	336,049.60
Gives Band D council tax	£1,107.74

2013/14 council tax	£1,086.13
Percentage increase	1.99%

7 The Capital Investment Programme

The capital investment programme has been updated throughout the year and reflects the following capital scheme changes that have been brought in to the programme for 2014/15:

- The full cost of the Heysham M6 link following finalisation of the financial approval of the scheme,
- The impact of including a new scheme for the delivery of improvements to kitchens and dining areas in Primary Schools as a result of the extension of free school meals to all infant pupils utilising a capital grant provided for this purpose,
- The inclusion of provision of £0.080m for Environmental and Community Projects in 2014/15 in line with the previous decision of the Cabinet.
- Further re-phasing of the programme to reflect the monitoring position at December 2013 reported elsewhere on the agenda for this meeting and the changes in financing resulting from the funding of the voluntary severance scheme recommended for consideration by Full Council at the January 2014 Cabinet meeting.
- The City Deal delivery plan is being finalised and will be formally reported to future Cabinet and Council meetings along with the impact on the capital investment programme

The impact of these on the Council's Capital Investment Programme, with the exception of the City Deal delivery plan, is set out in the table below:

Capital Investment Programme	2013/14 £m	2014/15 £m	2015/16 £m	Later Years £m	Total £m
Adult Services, Health and Wellbeing	3.009	3.602	7.917	3.974	18.502
Children and Young People	61.061	55.685	25.516	8.856	151.118
Environment	64.625	103.463	77.271	-	245.359
Corporate	30.432	31.022	3.640	1.005	66.099
Lancashire County Commercial Group	4.530	4.903	-	-	9.433
Total Expenditure	163.657	198.675	114.344	13.835	490.511

Capital Investment Programme	2013/14 £m	2014/15 £m	2015/16 £m	Later Years £m	Total £m
Financed by:					
Borrowing	1.900	39.907	10.445	-	52.252
Earmarked Capital receipts	0.983	-	3.112	10.567	14.662
General Capital receipts	-	4.140	30.158	-	34.298
Revenue	9.277	8.942	1.201	0.232	19.652
Internal loan	4.060	5.173	0.340	-	9.573
Single capital pot Grant	95.022	65.490	-	-	160.512
Other grants and contributions	52.415	75.023	54.982	1.032	183.452
Total Financing	163.657	198.675	100.238	11.831	474.401
Overprogramming	-	-	14.106	2.004	16.110

More detail on the schemes included is provided at Annex 'C'. At this stage the level of over programming stands at £16.11m representing 1.97% of the overall programme which given the level of slippage which continues to be evident is regarded as appropriate.

There a range of key risks relating to the capital programme which it is important are highlighted as part of the decision making process.

The general risks around financial control and the accuracy of budgeting apply equally to the capital programme and the revenue budget. Similar arrangements to mitigate these risks are in place for the capital programme such as budgetary control processes. There are also a number of capital programme specific risks, which are largely centred on the financing of the programme.

The financing of the programme includes the estimated level of resources in respect of Schools Devolved Formula Capital and the allocations of Schools maintenance funding, the programme will be adjusted to reflect any changes to this level of funding once final allocations are confirmed.

The financing of the programme relies upon the realisation of planned capital receipts. To date it has been possible to mitigate the risks around the timing of the realisation of receipts by deferring the application of capital receipts within the programme through the impact of slippage and using other sources of funding first. While this is still possible to some extent the opportunity is much more limited as given the increased dependency of the programme on borrowing it is preferable to defer the use of borrowing given its revenue impact and also because there is less revenue financing available to substitute for capital receipts. It is therefore imperative that capital receipts continue to be realised, and if anything the rate of realisation of receipts needs to accelerate. The work of the two property partners will assist with this, but the Council will need to continue to place assets into the disposal process and move transactions to their conclusion as quickly as possible.

There is also a risk around changes to the local government finance system should for example changes be made to the New Homes Bonus arrangements. In terms of mitigation the Deal contains a commitment from the Government to enter into meaningful discussions should the financial arrangements be affected by changes to the local government finance system. Given that one government cannot bind its successors this is as much as could be secured in this regard. Current evidence is that the standard processes for securing s278 and s106 contributions are generating the level of resource anticipated in the model, and that greater cooperation between the partners is assisting with this, but the position will need to be kept under review. The rate of building is the key risk and work is being undertaken to develop a clear mitigation strategy in relation to this issue.

8 Consultation Feedback

In framing its budget proposals the Cabinet sought feedback from various stakeholders on the options being proposed and the results are set out in Annexes 'D' to 'N'.

The various stakeholders consulted were:

- The Budget Scrutiny Working group, response shown at Annex 'D';
- The Living in Lancashire Panel, response shown at Annex 'E';
- The 50Plus Assembly, response shown at Annex 'F';
- The public, through the 'Budget Calculator' tool that has been available on the Council's website, summary of responses shown at Annex 'G';
- 3 tier forums in each District, summary of responses shown at Annex 'H';
- The 12 Borough and City Councils within Lancashire;
- The Police and Crime Commissioner for Lancashire, response shown at Annex 'I';
- Lancashire Constabulary;
- The Lancashire Combined Fire Authority, response shown at Annex 'J';
- The unitary councils of Blackburn with Darwen and Blackpool;
- The recognised Trades Unions, response shown at Annex 'K';
- The Lancashire Youth Council, response shown at Annex 'L';
- The Lancashire Enterprise Partnership;
- Other representative bodies of Lancashire business, responses shown at Annex 'M';
- The Schools Forum, response shown at Annex 'N'.

9 Equality and Diversity

The consideration of savings proposals must also take full account of the Council's duty under s.149 of the Equality Act 2010 to have due regard to the need: to eliminate discrimination, harassment, victimisation or other unlawful conduct under the Act; to advance equality of opportunity between persons who share a relevant

protected characteristic and persons who do not share it; and to foster good relations between persons who share a relevant protected characteristic and persons who do not share it. Where necessary this consideration has or will involve consultation with those people who may be adversely affected by the proposals and any relevant organisations.

Having due regard means analysing at each step of formulating, deciding upon and implementing policy what the effect of that policy is or may be upon groups who share protected characteristics defined by the Act. The protected characteristics are: age, disability, gender reassignment, race, sex, religion or belief, sexual orientation or pregnancy and maternity, and, in some circumstances, marriage and civil partnership status.

Where analysis shows that there may be a possible negative impact it is necessary to consider whether any steps can be taken to mitigate or reduce the potential adverse effects. This may involve an amendment to the original proposals. The analysis and negative impacts must then be balanced against the reasons for the proposals, that is to say the need for budget savings.

Where it has been determined that an Equality Analysis is required in respect of a savings option these have been provided with the presentation of the various proposals to cabinet meetings.

10 The Robustness of the Budget and the Adequacy of Reserves

Section 25 of the Local Government Act 2003 requires that in giving consideration to budget proposal members have regard to the advice of the Council's Chief Finance Officer (in the case of the County Council the County Treasurer) on the robustness at the estimates and the adequacy of the Council's reserves. This section of the report provides the County Treasurer's advice on these matters to Full Council.

10.1 Robustness of the Estimates

This section is concerned with the scale of financial risks faced by the Council as a result of the estimates and assumptions which support any budget. The basis of the estimates on which the budget has been prepared, as in previous years, relies on the forecast of activity prepared by service directorates and the impact of changes in policy previously agreed by the Council. These forecasts are kept under review as part of the budget monitoring process and actions identified to address financial risks arising from changes in the forecast as they occur. A number of specific risks remain within the budget as follows

- *Pay Costs*

The 2014/15 budget makes provisions for pay of 1%, while in future year's provision remains at 2%. The introduction of the living wage means that a proportion of the

pay bill will increase mid-year in relation to inflation indices which are currently running ahead of the provision included in the forecast. However, the remainder of the pay bill will continue to be driven by the national pay agreement, which given announcements seem likely to be at about 1% for at least 2015/16 and probably for the remainder of the planning period. The broad assumption is that the overall provision within the forecast at 2% will cover the totality of increases in the pay bill. This assumption will be kept under ongoing review.

- *Inflation*

Actual inflation remains relatively low and has been declining, with some analysts emphasising the risk of deflation. Provision made within the budget is limited to areas where the Council has no choice but to pay increased prices e.g. due to contractual terms. The inflation forecasts used are based on the future level of inflation implied by yields on interest linked gilts. Historically, this has tended to give a more accurate forecast than the methodology previously used. It is anticipated that the use of this methodology will reduce the risk of needing to make catch up additions to the budget for "missed" inflation and the need to absorb additional inflationary costs in year.

- *Service Demand*

This is the key risk facing the Council in both preparing future budgets and managing budgets during the year. As reported in the budget monitoring reports presented to Cabinet over the year, demand for social care services has seen a significant increase.

In relation to Children's Social Care the budget reflects provision for this higher level of demand, although there is an assumption built into the later years that demand management measures will have some impact in stabilising costs. This is clearly a risk, but within the context of the totality of the budget, the strategies in place to deliver this demand management supports this assumption within the budget.

Over the period 2014/15 to 2017/18 a very significant level of resource (£45m) has been provided for increased demand for Adult Social Care. While this estimate is based on assumptions that have previously been a reasonable prediction of demand there remain a very significant range of risks that might impact on what actually happens. These include the developing relationship with the Clinical Commissioning Groups and the interaction between tightening health and local authority resources as well as other factors such as whether there is a hard winter. While reasonable steps have been taken to estimate future demand and constructive work is being undertaken with health colleagues it is still possible that demand will exceed budget. The Directorate does have a good record of managing demand pressures in previous years. However the flexibility in other parts of the budget which has assisted with this is now very significantly less than previously following the delivery of the savings contained in the previous financial strategy.

The pressure resulting from the increasing numbers and complexity of Learning Disability service users and increased demand for residential care within Mental Health Services continue to be a significant issue. Whilst the impact of budget

growth allocated to meet demographic increases and budgets being re-aligned across services has reduced pressures in both of these areas, the position on learning disability services is exacerbated by the further net additional cost of Ordinary Residence changes and implementation of the Winterbourne Concordat whereby all current NHS and Joint funded hospital placements had to be reviewed by 1 June 2013 with plans to be put in place to move anyone who is inappropriately in hospital to community-based support, funded, at least in part, by the County Council as quickly as possible, and no later than 1 June 2014. These areas remain a risk within the 2014/15 and future years' budget.

The scale of demand risk in social care services is such that the Council should retain sufficient general reserves to allow the in year management of pressures in demand.

- *Other Areas of Demand*

The other significant demand led budget is that for waste disposal costs, where demand movements tend to be less rapid than in other areas and where forecasts are currently providing a fairly reliable guide to actual activity. Based on past trends, the risk in this area is that of a significant pick up in the economy that significantly increases waste volumes. While there are indications of an economic recovery this currently appears "slow and steady" rather than rapid which would indicate that this risk is likely to be on a scale that can be managed in year.

- *Resource Estimates*

The new system of local government finance passes responsibility for the management of a number of risks concerned with resource volatility from central government to councils. For the County Council this manifests itself in two areas:

- Changes in the Council Tax Base as a result of the localisation of Council Tax Support.
- Growth in the business rate base and the impact of valuation appeals on the business rate product.

The Council Tax Base once set, is fixed for the year. However, the current level of surplus may indicate a more positive trend in council tax collection than anticipated by the District Councils when they set the tax base for 2013/14. There has been some growth in the business rate base which is reflected in the budget, however, the level of appeals and their impact remains, as can be seen in the collection fund deficit for business rates, a significant risk, which is likely to increase over time.

While these areas are important the greatest risk within the overall financial scenario remains the reduction in central government support for local authorities and the potential for further reductions to be announced as has been the case on a number of occasions in recent years.

10.2 *The Level of Reserves*

The Council holds reserves for a number of reasons:

- To enable the organisation to deal with unexpected events such as flooding or the destruction of a major asset through fire.
- To enable the organisation to manage variations in the demand for services which cause in year budget pressures.
- To fund specific projects or identified demands on the budget.

There is no right answer to the question of the appropriate level of reserves for a local authority; this is a matter of judgement taking into account:

- The level of risk evident within the budget as set out above.
- A judgement on the effectiveness of budgetary control within the organisation.
- The degree to which funds have already been set aside for specific purposes which will reduce the need for general reserves.

The level of risk evident within the budget is clearly increasing as set out in the analysis above. Whilst this does not indicate a need to increase reserves, it sets the context within which the Council needs to consider the level of reserves it holds.

The effectiveness of budgetary control is a combination of both systems and processes and the risk environment within which the Council is operating. Budgetary control procedures remain strong, however based on the evidence of the current year and given the increased level of financial risk there is a greater risk that the processes in place will not be able to bring down a significant overspend over the course of the following four years.

In relation to the Council's general reserve (County Fund Balance), the forecast level at 31 March 2014 is £36m.

The austerity environment within which the Council is operating is likely to continue to 2018, if not beyond. It is vital that the Council maintain a level of reserves which enables the Council to:

- Effectively manage the process of downsizing the Council, including the payment of severance costs and the availability of reserves to give services to the most vulnerable members of the community a "safe landing".
- To manage potential increases in demand, not only as a result of the issues highlighted above, but also as the impact of the changes to the welfare system on demand for the Council's services becomes clearer.
- To manage potential instability in the Business Rates retention system. Whilst the Council has set aside £5m within a volatility reserve, in reality, business rate income would have to reduce by £12.4m before the safety net mechanism within the system kicks in, potentially exposing the Council to a level of resource volatility not covered by the reserve.

In overall terms, the Council has an appropriate level of reserves available to manage the overall financial risk it is facing in 2014/15, with some ability to be flexible in terms of managing the balance between holding reserves and managing budget reductions in 2014/15.

- *Downsizing reserve*

Over the four year period 2014/15 to 2017/18, the Council will need access to significant reserves to meet the costs of downsizing without reducing reserves to a level which would expose the Council to further financial risk. It was identified in a report to Cabinet on 24th January that access to downsizing reserve of £80m was required in order to deliver the Council's approach to Voluntary Redundancy that forms an integral part to the reshaping of the organisation within a cost envelope of £642m.

The report specifically sought the release of £38.5m of revenue funding previously set aside to support the capital investment programme. By accessing borrowing to support the capital investment programme instead, the Council is able to increase the Downsizing reserve by £38.5m.

The impact of this proposal on the Council's revenue budget is reflected in section 4.2 of this report as part of the overall budget proposals for 2014/15 and future years. The impact of this and the recommendations in section 6.1 of this report on the Council's Downsizing reserve are detailed below:

	£m
Forecast Downsizing reserve balance at 31.3.14	47.863
One-off resource from Council Tax and Business Rates collection fund surplus	2.182
Returned New Homes bonus top slice	0.238
Release from Revenue contributions to Capital	38.500
Forecast Invest to save requirements from the Council's savings strategy	-9.600
Balance available for funding Voluntary Severance in future years	79.183

A Downsizing reserve at this level is currently considered to be appropriate to meet the forecast costs of the future reshaping of the County Council. It is likely however, that the Council will require access to further funds to support the process of re-shaping, particularly invest to save resources.

11 Conclusion

The Cabinet's recommendations to Full Council present a balanced budget for 2014/15 with the use of £2.229m of reserves to support ongoing spending. This will create a further pressure in 2015/16, however, the Council's Management Team have been asked to continue to seek cost reductions in 2014/15 to reduce the use of reserves in the year.

However, this budget needs to be set within the context of ongoing austerity measures and the need for the Council to deliver savings of £300m over the four years of 2014/15 to 2017/18. Over the period 2011 – 2018 the County Council will have delivered savings of half a billion pounds.

As a result of the highly challenging reductions in resources for local government together with continuing growth in demand the County Council is facing the need to make savings equivalent to almost 40% of the current year's budget. It is recognised that this level of challenge is unprecedented and to ensure the County Council is able to deliver effectively for its communities, will have to reshape its services and organisation to deliver within a significantly reduced cost envelope. It is imperative that the work to achieve this continue in order to effectively deliver the three year financial strategy 2015/16 to 2017/18.

Summary of savings proposals	2014/15	2015/16	2016/17	2017/18	Total
	£m	£m	£m	£m	£m
Impact of the review of costs	18.116	3.883	3.768	3.708	29.475
10% Challenge - efficiency savings	16.272	2.809	-	-	19.081
Reducing the cost of being in business – efficiency savings	14.522	1.769	2.313	6.729	25.333
Reshaping the way Services are delivered	7.460	7.970	9.960	6.960	32.350
Policy Options	16.567	11.292	6.258	1.950	36.067
	72.937	27.723	22.299	19.347	142.306

Impact from the review of costs	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
The full year effect of savings agreed as part of the current financial strategy but not included within the financial forecast	4.156	1.900	1.300	0.800	8.156
Review of inflation for social care providers; providing 1.75% within the 2014/15 forecast	3.245	-	-	-	3.245
Review of the level of demand incorporated within the forecast of costs for the concessionary travel budget	0.645	0.180	0.197	0.190	1.212
Revised forecast of the employers contribution to the local government pension fund as a result of the triennial valuation	1.500	1.553	1.541	1.538	6.132
Reflection of the government commitment to a 1% pay cap for local government in 2014/15	2.600	-	-	-	2.600
Revised forecast of council tax income arising from the previously approved review of the single persons discount and the impact of the City Deal	2.000	0.250	0.730	1.180	4.160
Reflect actual level of hardship claims in relation to Local Council Tax Support Schemes	0.500	-	-	-	0.500
Reflect actual level of depreciation charged to Lancashire County Commercial Group	2.500	-	-	-	2.500
Reflect actual level of demand for Mainstream Home to School transport	0.250	-	-	-	0.250
Reflect actual level of demand for Lancashire Break time service	0.250	-	-	-	0.250
Reduce Street Lighting energy budget to reflect actual level of cost	0.270	-	-	-	0.270
Reduce budget for added years pensions cost to reflect actual spend	0.200	-	-	-	0.200
Impact of the review of costs	18.116	3.883	3.768	3.708	29.475

10% Challenge	2014/15	2015/16	2016/17	2017/18	Total
	£m	£m	£m	£m	£m
Adult Services, Health and Well-being Directorate	6.266	2.005	-	-	8.271
Children and Young Peoples Directorate	2.931	-	-	-	2.931
Environment Directorate	5.156	0.779	-	-	5.935
County Treasurer's Directorate	0.307	0.025	-	-	0.332
Lancashire County Commercial Group	0.573	-	-	-	0.573
The Office of the Chief Executive	1.039	-	-	-	1.039
10% Challenge	16.272	2.809	-	-	19.081

Reducing the cost of being in Business	2014/15	2015/16	2016/17	2017/18	Total
	£m	£m	£m	£m	£m
Increase Public Health Contribution to Overheads	1.050	-	-	-	1.050
Asset management within highways and property	-	-	-	0.900	0.900
Printing/Postage/Council Infrastructure	1.000	-	-	-	1.000
Managing Business Mileage	1.000	-	-	-	1.000
Accommodation	-	-	-	5.000	5.000
Review of business intelligence	0.400	0.400	0.100	0.100	1.000
Right Sizing the County Treasurer's Directorate	0.335	0.148	0.707	0.229	1.419
Right Sizing the Corporate Expenditure Budget	0.210	-	-	-	0.210
Treasury Management Strategy	1.675	0.600	-	-	2.275
Reduction in the cost of waste		0.500	0.500	0.500	1.500
Energy Management (Price)	0.885	0.121	1.006	0.000	2.012
Management savings in advance of organisational restructure	5.000	-	-	-	5.000
Efficiencies within Social Inclusion services	0.225	-	-	-	0.225
Development of cross County integrated well-being service	2.000	-	-	-	2.000
Slimmed down partnership structure in CYP services	0.150	-	-	-	0.150
Merger of Early Support and Working together with Families	0.300	-	-	-	0.300
Allocation of 'good housekeeping' target across CYP directorate	0.092	-	-	-	0.092
Reduce cost of running corporate centre within the council	0.200	-	-	-	0.200
Reducing the cost of being in business	14.522	1.769	2.313	6.729	25.333

	Reshaping the way services are delivered	2014/15	2015/16	2016/17	2017/18	Total
		£m	£m	£m	£m	£m
401	Reshaping and Re-commissioning of Domiciliary Care	-	2.000	-	-	2.000
403	Re-commissioning Telecare	-	0.500	1.000	2.500	4.000
404	Learning Disability Remodelling Supported Living	4.000	4.000	4.000	-	12.000
405	Re-commissioning of Mental Health Services	0.060	0.970	0.160	0.160	1.350
407	Integration of health and care services in Lancashire	2.900	-	3.800	4.300	11.000
409	Review of skills provision - using it differently and contributing to overheads	0.500	0.500	1.000	-	2.000
Reshaping the way Services are delivered		7.460	7.970	9.960	6.960	32.350

The detailed submissions in respect of reshaping the way services are delivered and related Equality Impact Assessments where required are shown below.

Policy Option	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
Services within Adults Services, Health and Well-Being Directorate					
601 Supporting People	1.000	3.000	---	---	4.000
602 Fairer Charging	1.250	1.500	---	---	2.750
604 Review and re-design of residential substance misuse services	0.500	---	---	---	0.500
605 Review of the In House Adult Disability Provider Domiciliary Service	-	0.360	2.140	1.780	4.280
607 Arts Development service	0.020	---	---	---	0.020
609 Leisure Link (providing additional respite to Unpaid Carers)	0.275	---	---	---	0.275
610 Remodelling workforce in former NHS operated learning disability (LD) supported living schemes	3.430	0.500	0.400	---	4.330
611 Older people day time support	0.300	0.300	0.400	---	1.000
612 Self Directed Supports	0.100	0.150	0.150	0.150	0.550
	6.875	5.810	3.090	1.930	17.705

Services within the Children and Young Peoples Directorate					
702 Youth Services	0.600	1.000	1.400	---	3.000
703 Discretionary Mainstream Home to School Transport (including unsuitable routes)	0.414	0.482	0.041	0.020	0.957
704 Parent participation and engagement for children and young people with Special Educational Needs and Disability (SEND) and their families	0.078	---	---	---	0.078
705 Charging for post 16 Special Educational Needs and Disabilities (SEND) transport	0.088	0.096	0.096	---	0.280
707 Review of CYP traded services	0.063	---	---	---	0.063
708 Review of Lancashire Outdoor Education Provision	0.039	0.068	0.050	---	0.157
709 Review of Quality & Continuous Improvement - Lancashire Schools Effectiveness Service (QCI-LSES) services provided to schools	0.025	0.119	0.088	---	0.232
710 Review of school attendance responsibilities.	0.065	0.099	0.031	---	0.195
711 Virtual School Review	0.250	---	---	---	0.250
712 Review of Early Years services and responsibilities	1.507	1.451	---	---	2.958
717 Improve efficiency of Adoption Service	0.117	---	---	---	0.117
719 Increase efficiency in Fostering Service	0.150	---	---	---	0.150

722	To develop and reshape services to children, young people and families to ensure the services are aligned efficiently and effectively	2.800	0.861	---	---	3.661
723	Right-size Childrens Trust Budget	0.100	---	---	---	0.100

6.297	4.176	1.706	0.020	12.199
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Services within the Environment Directorate

803	Lancashire permit scheme	0.200	0.380	---	---	0.580
804	Street Lighting Energy	0.170	0.100	0.230	---	0.500
805	Highway infrastructure sponsorship	0.050	0.050	---	---	0.100
809	Members priority contingency	0.220	---	---	---	0.220
813	Targeted Parking Enforcement	0.050	---	---	---	0.050
814	Review of bus subsidies and an enhancement of community transport services	0.647	---	---	---	0.647
815	Environment & Community Projects and Forest of Bowland Area of Outstanding Natural Beauty	0.118	---	0.612	---	0.730
817	Public Rights of Way & Countryside Service Reductions	0.094	---	0.454	---	0.548
821	Winter Service	0.447	---	---	---	0.447
822	Close waste transfer stations and landfill sites on bank holidays	---	0.030	---	---	0.030
823	Sustainable Drainage Consenting & Enforcement	0.150	---	---	---	0.150
824	Joint Production of Local Transport Plan	---	0.030	---	---	0.030
825	Waste third party recycling credits	0.280	---	---	---	0.280
828	Withdrawal of Adult Cycle Training	0.014	0.015	0.006	---	0.035
829	Safer Travel Unit training	0.018	0.024	0.020	---	0.062
831	Business Travel Planning	0.003	---	0.017	---	0.020
832	Speed management provision	0.040	---	---	---	0.040
833	Operational Learning and Development within Highways Services	0.025	0.040	---	---	0.065
834	New Traffic Systems Maintenance Contract	0.100	---	---	---	0.100
836	Transfer of front line call handling into Parking Services	0.075	---	---	---	0.075
837	District/Parish Public Realm Agreements - Highway - Green Space maintenance	0.144	0.137	0.123	---	0.404
841	Bus Shelter Maintenance	0.025	---	---	---	0.025
842	Vehicle and associated checks carried out on subsidised services	0.025	---	---	---	0.025
851	Revisions to School Crossing Patrols	---	0.500	---	---	0.500

		2.895	1.306	1.462	---	5.663
Services within the Office of the Chief Executive						
921	Review of Voluntary, Community and Faith Sector (VCFS) Grants	0.500	---	---	---	0.500
		0.500	---	---	---	0.500
Total Policy Options		16.567	11.292	6.258	1.950	36.067

The detailed Policy option submissions and related Equality Impact Assessments where required are shown below.

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

Directorate	Type	Number	Live/Active
ACS	RSH	401	1

Project	Reshaping and Re-commissioning of Domiciliary Care
Sponsor	Steve Gross
Objective	To fully review and re-commission the provision of domiciliary care to older people and people with a physical disability across Lancashire.

Scope

Four phases are identified as in scope - 1. Review, 2. Re-commission, 3. Procure, 4. Business Transition

In scope service user groups are older people and people with a physical disability.

In scope are the review of, and any changes required to processes within personal social care, finance and any other business areas as required. Senior managers from all business areas are involved to ensure completion.

Any contracts for services with domiciliary care as a main component will be tendered via the new framework e.g. crisis support, domiciliary night services etc.

Support required on an individual basis will be part of the framework call-off activity. There will be provision of an additional lot within the framework for the building based sheltered housing and an enhanced specification.

Expected Outcomes

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

What Will Be Different?

A greatly reduced list of domiciliary care providers who LCC will commission with.

A system with a set number of providers working in predefined zones across the county

Potentially flexible pricing between providers and zones.

New quality standards and a new, more focussed monitoring system - this will include the ability to more effectively remove poorly performing providers from the framework.

What Savings can be achieved?

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

Invest to Save: Downsize reserve

Access required to downsize reserve?

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

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

Further information is available at this

link:

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

Yes

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

yes

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

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

Equality Analysis

401 – Reshaping and Re-commissioning of Domiciliary Care

Name/Nature of the Decision

Commissioning and Procurement Arrangements for the Home Care Market for Older Adults and people with a Physical Disability in Lancashire

What in summary is the proposal being considered?

A review of the home care market for older people in Lancashire was undertaken during 2012/13. It was overseen by a Steering Group chaired by the then ACS Director of Commissioning, and included staff from Adult and Community Services, OCL's Lancashire Procurement Centre of Excellence, and Finance alongside a number of provider representatives drawn from the Lancashire Care Association (LCA) and Lancashire Home Care Providers Forum (LDCPF).

The review document contained baseline data, analysis and a description of how the Home care market works in Lancashire. It considers areas such as quality, finance, commissioning / procurement arrangements, geographical variations, work force development and provider perspective.

The findings from the review formed the basis for a fuller option appraisal and a further report containing robust and detailed recommendations for ensuring the effective commissioning and procurement of good quality and affordable home care in Lancashire over the next five years from April 2014.

In particular this work will need to determine the procurement arrangements which should be established from April 2014 to replace the current Preferred Provider scheme for Home care for older people and people with a physical disability which ends in March 2014.

Three broad options were considered for the future management of the Council's directly commissioned older people and people with physical disabilities business with home care providers. The option selected was:

Option c)

The findings and the consensus within the Steering Group suggests that a new Home care preferred provider scheme should be devised which aims for Lancashire to have a sustainable and high quality Home care market for those seeking a service contracted on their behalf by the County Council. The size and structure of this scheme would need determining in detail, but in general it would involve far fewer providers, with whom the Council could foster a closer strategic relationship with an emphasis on trust, collaboration and continuous improvement in the delivery of good quality and safe services, ensuring the delivery of outcomes rather than output, and driving efficiencies via economies of scale. However the phrase 'preferred provider scheme' was considered an outmoded label and it may be more useful to refer to a 'Framework Scheme' onto which providers who meet well defined and high quality standards can be placed. The notion of a 'Framework' scheme has a number of elements that service users, commissioners and government would expect to see in an effective care model It can support a mature and sensible relationship between the local authority as a bulk buyer and the provider sector that can facilitate local strategic planning for quality and capacity. A core issue is workforce development and capacity which would benefit from the strategic and coherent joint approach that would be easier under this model.

A project board was established to oversee work the work of the project team and ensure it has necessary resources to deliver its work; to determine scope and depth of analysis, communication and consultation regarding the project and to endorse final recommendations for new arrangements before they go to SMT / Cabinet.

A range of communication/consultation was undertaken with both Providers, current Service Users and citizens.

Options were considered and the following recommendations were made:

Zoning

The project board propose that the new contracting arrangements are made on a geographic basis across seven zoned areas in Lancashire.

Allocation of Work

Initially people will be offered the option of a direct payment to choose any home care provider operating in Lancashire.

Where work is allocated by Lancashire County Council's Care Navigation function, the project board propose that work is allocated firstly by individual choice between providers with contracts in that particular zone and secondly on a rotational basis.

Pricing

The project board propose that initially a breakdown of costs is submitted by providers for each zone that they would like to work in. Lancashire County Council will then scrutinise the range of costs submitted and establish an hourly rate for each zone prior to contracts being awarded.

Quality

The project board propose a range of key performance indicators is set for home care, providers will have their performance monitored/measured against these to ensure quality of service delivery.

Additional information:

The Resource Allocation System (RAS) falls out of scope of this project.

The Project Board are considering the use of block contracts to mitigate the potential financial risks for Providers of introducing set hours for staff within employment contracts.

The Project Board propose that subcontracting is not permitted but consortia bids will be provided the consortia is a single legal entity at the time of tender submission.

A new project group will be established with appropriate representation to manage the transition from current to new arrangements

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

This review and re-commissioning process will apply to all service users in the Older People and Physical Disability groups who receive Home care funded by Lancashire County Council – self funders and those with direct payments will not be affected.

Approximately 6000 people fall into this category along with approximately 4500 staff, the number of these directly affected will depend on which providers are successful in tendering for the new scheme and in which zone they are awarded a contract. The current 12 largest providers account for a high percentage of the market and should they be successful there will be fewer service users needing to be moved to new providers and fewer staff needing to 'follow the work' by moving to a new employer.

Each geographic zone may have a different hourly rate, however all providers contracted to work within a zone will be paid the same hourly rate and be expected to meet the same quality standards in delivery of care and support.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

There is a risk that smaller BME focussed providers may choose not to submit a bid due to the volume of work required in each zone and their small size and local basis – if this is the case there may be a disproportionate effect on BME service users in certain areas. This side effect of awarded contracts has occurred in other areas across the country, in some cases this has been mitigated by providers creating dedicated BME teams to serve areas of need. This model has been adopted by providers in Salford and makes good business sense so we would hope to see something similar adopted in areas of the County where there are large BME populations.

The home care market employs approximately 4500 staff across the county 80% of which are female, subsequently any negative effects on the workforce will disproportionately affect women.

The labour market is currently very fluid and staff move between employers quite frequently and we would expect this to continue (albeit on a larger scale) once the new contracts are awarded. We do not foresee any large scale loss of jobs as the amount of work will remain constant but will potentially be delivered by different organisations.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

See below.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

N/A

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people

- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

The demographic split of home care service users is as follows (snapshot data taken on 21/11/2013):

Group	Total	%	County
Gender			
Male	2800	37.16%	49%
Female	4735	62.84%	51%
Ethnicity			
White	7240	96.08%	92.26%
Asian or Asian British	218	2.89%	6.07%
Black or black British	22	0.29%	0.35%
Mixed race	20	0.27%	1.09%
Unknown / not recorded	35	0.46%	
Total	7535	100%	100%

These figures do mask regional variation most notably in the East of the county. In both Burnley and Pendle the Asian or Asian British component of home care service users is approximately 11%; this is in line with the demographics of the area as the population of East Lancashire is approximately 10.3% Asian or Asian British.

Around 85% of service users are over the age of 65

Around 13% of service users have a disability or sensory impairment

Each service users individual needs are assessed by professionals and appropriate packages of care are put in place to meet these needs, taking all of the protected characteristics into account. This situation will not change as a result of the proposed changes to the homecare providers scheme.

Note – The above statistics contain service users that have mental health issues and learning difficulties which are not part of this project. The statistics will be amended

to only show physical disabilities and older people in a later version.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision?
Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

Providers

Two sets of events have been held for providers in June and October 2013. The June events were attended by 104 providers and the October events were attended by 84. All providers on the current scheme were sent detailed proposals about options being considered and given the opportunity to feedback and ask questions. Providers were also sent feedback questionnaires after both events giving them time to review the information and provide an informed opinion.

Service Users

Letters and questionnaires were sent to all older people and people with a physical disability currently receiving home care services through Lancashire County Council.

Employees

A briefing note was sent to all providers to be cascaded to care workers about the changes to existing arrangements for home care

Citizens

Focus groups were held with citizens representatives to discuss quality proposals.

Personal Social Care

Information is being sent to all social work staff about the changes to current arrangements through a staff briefing.

Members

Members have been informed of the proposed changes and of the communications with home care providers, their staff, service users and our staff.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

Given the nature of the service in question (home care) there is very little scope for addressing areas such as fostering good relations between people who share a protected characteristic or involvement in public life, there are however some risks to service users' wellbeing that must be acknowledged and managed;

As noted above there is the potential for a negative impact on some BME groups which are served by small community based providers currently on the Preferred Provider list who may decide not to bid.

There are two mitigating factors, firstly all service users will have the option of moving onto direct payments and remaining with their current provider (we expect to see a significant increase in direct payments and are working with the direct payments team to plan for this), secondly the newly contracted providers may be in a position to employ sufficient numbers of BME staff to meet the needs of all service users. This has been a business model pursued by organisations in other areas such as Salford.

There is a risk of a negative impact on service users in rural areas if the zoning process is not completed accurately and the allocated zones are not commercially appealing or viable, this could potentially lead to less choice for service users in isolated areas.

By combining low value rural areas with high value, high density urban areas within zones this risk should be mitigated.

The transition process may be stressful for some service users, especially those who are particularly frail or vulnerable and for whom stress may be highly detrimental to health. We will need to communicate with service users as to our intentions and the process of transfer between providers, these communications need to be clearly worded and as reassuring as possible.

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

We are not aware of any other factors that would create a cumulative negative effect on service users.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it – briefly explain

The original proposal for a framework contract has been reviewed and consideration is being given to block contract arrangements to enable providers to commit to employment contracts offering staff guaranteed hours per week.

On reflection, to ensure a more seamless transition process, Lancashire County Council will facilitate as far as possible the TUPE transfer of existing care workers to providers with contracts under the new arrangements.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

See question 5

We are considering the inclusion of a specific question as part of the selection process as to how providers will ensure they deliver culturally appropriate support that reflects the needs of the population within each zone.

To mitigate the danger of workforce loss within the sector because of potential turbulence within the market, Lancashire County Council will require providers evidence improved employee conditions to promote stability of the workforce.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

Legally, the Council has to complete a re-tender of existing arrangements.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

The final proposal remains unchanged and risks to affected groups have been mitigated as far as possible.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

A comprehensive set of performance indicators has been established to understand the impact of both the transition from current arrangements to new and the ongoing quality of the service.

Equality Analysis Prepared By E Ince

Position/Role Locality

Equality Analysis Endorsed by Line Manager and/or Chief Officer T Pounder

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
ACS	RSH	403	1

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

Scope

Re-commissioning and procurement of the infrastructure for Telecare in Lancashire including:

Alert monitoring
Equipment - purchase, supply and installation
Assessment
Home response

The service will benefit a number of user groups numbering in the thousands including:

People with learning disabilities.
People coming out of reablement.
People with dementia.
People who are at risk of falling.
Older people perceived as at risk because of age (e.g. 85+), household status (e.g. living alone), long terms conditions, or whose service needs may intensify.

Expected Outcomes

Reduced admissions into residential / nursing care.
Lower cost home care packages.
Reduced presentations at Accident & Emergency and admissions into hospital.
Improvements in independence for individuals.
Reduced stress for carers.

What Will Be Different?

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

What Savings can be achieved?

The new service could contribute a minimum of £2m in annual savings for social care budgets whilst some suggest larger savings are possible and so £4m is proposed as the most optimistic and achievable scenario for LCC

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic?
Further information is available at this link:

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

Yes

If 'Yes' has the Equality Impact Assessment documentation been completed and available	Yes
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Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
				0.500	1.000	2.500	4.000

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Equality Analysis

403 – Re-commissioning Telecare

Name/Nature of the Decision

Re-commissioning Telecare in Lancashire.

Cabinet will be asked:

- i. To endorse the fuller development of a new operating model for Telecare and associated procurement
- ii. To endorse the further development of a policy framework for service eligibility, pricing, charging and use of personal budgets which will be subject of future Cabinet report.

What in summary is the proposal being considered?

An important element of the County Council's financial strategy is to commission a range of services which are intended to prevent, delay or reduce the need for more intensive or costly adult social care services.

As one strand of this strategy, work began in 2010/11 to re-commission Lancashire's Telecare service.

In line with Adult and Community Services' Commissioning Intentions, approved by Cabinet in September 2012, the intentions are to fund the countywide redesign and growth of Telecare services. The level of savings achieved will depend upon the actual number of people receiving Telecare and the impact on ongoing reductions in domiciliary care packages and length of delays in residential care admissions.

However, it is important to note whilst there is a growing body of case studies to support investment in this area, the totality of research evidence remains inconclusive regarding Telecare's strategic and operational success in helping people to retain their independence and achieve cost savings. It is therefore proposed that Lancashire's expansion of Telecare is tightly managed and controlled, having regard to ongoing national and local evaluations of effectiveness and impact.

Finally the report will seek approval of a programme of further policy and service redesign to underpin the effective implementation of the re-commissioned Telecare service. These will include proposals on eligibility, charging, service pricing and the role of personal budgets.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The telecare proposal is expected to affect people equally across Lancashire. The new service will continue to be provided across the county, albeit on a larger scale, and the same telecare offer will be available regardless of a person's home environment and location.

The delivery of the core components of the telecare service (i.e. assessment, installation, call monitoring, home response) will take place in the service user's home.

Some variations in practice have inadvertently emerged over time due to inconsistencies in operational practice and with having four separate providers working across different areas. It is expected that that the implementation of a robust operational procedures, will promote consistency and equity of provision across the county.

This can, to some extent, be demonstrated by the irregular pattern of current telecare service users in some districts e.g. Pendle and Wyre: (snapshot April 2013)

District	Current telecare users	Aged 65+ with limiting long term illness as a % of county total	Difference
Pendle	14%	7%	7%
Burnley	10%	7%	3%
Preston	11%	9%	2%
Lancaster	13%	12%	1%
Hyndburn	7%	6%	1%
South Ribble	9%	9%	0%
Ribble Valley	5%	5%	0%
Rossendale	5%	5%	0%
Chorley	8%	9%	-1%
West Lancs	7%	10%	-3%
Fylde	5%	8%	-3%
Wyre	6%	13%	-7%

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

The telecare proposal is expected to have a positive impact on equality of access for individuals. It is expected the redesign of the service will enable many more eligible adult service users to receive telecare as part of their support network, and the same telecare offer will be made to all those assessed as being entitled to receive it irrespective of their protected characteristics.

In the spirit of 'personalisation', service users will ultimately make the decision about whether to accept it or not as a way of helping to meet their support needs and, where they choose to, it will be tailored to their individual requirements and wishes e.g. additional technology solutions for the sensory impaired and the availability of translation services.

It is expected that, as a minimum, those assessed as having 'substantial' or 'critical' needs, under Fair Access to Care Services (FACS), will be entitled to receive telecare as an integral part of to their support plan. Where a service user's FACS banding is pending because they are receiving the council's reablement service, telecare may be provided alongside reablement where it is considered appropriate under predetermined criteria.

In terms of charging, at this stage it is presumed the council's fairer charging policy for non-residential care services will continue to apply to those assessed as being eligible under FACS and, as a minimum, nobody in that group will be asked to pay more than the current telecare charges. Additionally, if a decision is made to provide telecare to certain people receiving reablement, no charges could be applied during that period.

However, it must be acknowledged that the policy framework for telecare – including eligibility, pricing, charging and the use of personal budgets – is still to be developed and finalised. Therefore, a further equality impact assessment may be subsequently required to analyse the potential consequences of the specific policy options.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

See below.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

An analysis of available data in April 2013 in relation to existing telecare service users has been considered and is shown in the following tables:

Table A: Gender

Description	%
Female	69
Male	31

Table B: Age Profile

Age range	%
Under 25	0.4
25 – 34	2.8
35 – 44	3.7
45 – 54	9.9
55 – 64	9.1
65 – 74	13.2
75 – 84	27.2
85 – 94	31.1
Over 95	2.5

Table C: Primary Category

Description	%
Advice Only	0.1
Alcohol Misuse	0.2
Blind/Partially Sighted	2.8
Carer	2.8
Child/Family Issues	0.2
Chronically Sick	0.9
Deaf/Hard of Hearing	1.1
Dual Sensory Loss	0.1

Frailty	31.5
Learning Disabilities	3.9
Mental Health – Functional	2.2
Mental Health – Organic	4.7
Mental Health Problems	0.4
Other	1.0
Physical Disabilities	44.2
Substance Abuse	0.1
Temporary Incapacity/Acute Medical	3.5
Unknown	0.3

Table D: Ethnicity

Description	%
Asian or Asian British	1.9
Black or Black British	0.6
Chinese or Other Ethnic	0.3
White	97.2

Table E: Religion

Description	%
Christian	6.6
Church of England	32.4
Hindu	0.3
Jehovah's Witness	0.4
Jewish	0.3
Mormon	0.2
Muslim	1.8
Non-Conformist	2.0
None	4.6

Other	2.9
Roman Catholic	15.0
Sikh	0.1
Undisclosed	33.4

It is reasonable to expect a degree of under representation of some of these groups, both now and in the future, due to telecare not always being suitable, or indeed chosen by the service user, as an appropriate way of meeting their support needs.

However, the telecare service will be designed in a way that enables inclusivity and is support option to eligible service users regardless of their backgrounds. In time, it is expected that the protected characteristics of the cohort of telecare service users will more closely align with those receiving long term social care services.

It is intended that a higher proportion of telecare service users will have a primary category of learning disabilities or mental health organic (e.g. dementia), as telecare may be of particular benefit to many in those categories.

Telecare management information and reporting will be significantly improved, which may include the monitoring of take-up in relation to the relevant protected characteristics.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

No formal consultation has taken place in relation to the telecare proposal. The existing telecare providers i.e. Progress Housing Group, Together Housing, Lancaster City Council, West Lancashire District Council are fully aware of the recommissioning intentions, although further engagement will be required.

If approval is given to proceed, engagement with all existing telecare service users will be required to inform them of the changes and transfer arrangements in a timely manner. A communication and marketing plan will also be developed to connect with key stakeholders and potential telecare service users, to compliment and align with agreed expansion plans.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so?
Please identify any findings and how they might be addressed.

The telecare proposal is expected to be positive to all groups regardless of their protected characteristics. The new service should enable significantly more eligible service users to benefit from the provision of telecare and as part of the development of their person centred support or reablement plan. Whilst service users who may benefit from telecare will be encouraged to accept it as a suitable support option and an effective way of helping to meet their needs, the service user will have choice and control over decisions to accept telecare, or indeed have it removed where it is already in place.

The clear intention is that telecare will help individuals maximise their independence, achieve their outcomes and goals, feel safer and more secure, and provide peace of mind to their family and informal carers, which will ultimately lead to efficiency savings and a more sustainable social care system.

During the development of the policy framework for telecare further analysis will be required to identify any elements that could potentially disadvantage particular groups and how they may be mitigated. For example, there is a belief that telecare could increase social isolation through the reduction of face to face contact in some situations. Therefore, when the new service is being developed this will need to be considered and designed in way that reduces the possibility of this happening to the lowest possible level through effective call monitoring, support planning, assessment, review and reporting.

Question 4 – Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

The national economic climate and recent or intended policy changes including welfare benefit reforms could exacerbate the impact on individuals outside of the control of Lancashire County Council.

However, for telecare it is expected that, as a minimum, the council's fairer charging policy for non-residential care services will continue to apply to eligible telecare services users. Under these charging arrangements, individuals are assessed to contribute towards the cost of their care based on their ability to pay rather than the type or amount of support they receive. To determine a person's charge, a financial assessment is undertaken to work out their net disposable income by taking account of their income, savings and outgoings, including any disability related expenditure.

As already outlined, the policy framework around telecare is still to be developed, however it is expected that no single service user assessed as having 'substantial' or 'critical' needs under FACS will be charged more for telecare than they pay now. In fact, some service users may actually pay less e.g. those assessed to pay the maximum cost. The payment arrangements for those who are no longer eligible for telecare under FACS are still to be determined.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it – briefly explain

There have been no changes to the proposal as a result of this analysis. The proposal remains as the best way of redesigning telecare services in Lancashire and ensuring more people may benefit from the service.

However, a further equality impact assessment is likely to be required during the

development of the the policy framework for telecare.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

A project management approach will be adopted to implement the changes, which will mean that we can proactively tackle any potential adverse effects on current and future service users.

Although the policy proposal around telecare is subject to further detailed work, it is expected that those entitled to receive telecare will be fully involved in deciding whether to accept it as a way of helping to meet their support needs. Therefore, the telecare proposal will support the development of our social care offer in line with local and national guidance around 'personalisation', and the service model itself will be developed in a way that enables those assessed as being eligible to receive it irrespective of their protected characteristics.

Further consideration will need to be given to mitigate any potential adverse effects of further proposals as the detail of those are developed.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The telecare proposal is intended to result in improved quality of life, better outcomes and improved independence for a greater number of individuals across Lancashire provided with assistive technology. In turn, the expansion of the service is expected to result in efficiency savings for the council and this is a key driver for the proposal. It is envisaged that this will be achieved through the procurement of a more affordable telecare service initially and, more crucially, by reducing or delaying the need for higher cost interventions, for example home care and residential care, in the longer term. The research evidence around telecare is inconclusive about its ability to deliver efficiency savings, therefore it is proposed that the expansion of the

service is tightly managed and controlled.

There are also significant risks associated with not implementing the telecare proposal. Given the demographic pressures we face, financial constraints that local authorities are working under, the demands of individuals for choice and the ability to access services that enable them to live independently for longer and severe pressures on the care workforce in delivering care services we are all required to seek more costs effective, flexible and innovative solutions. Telecare and associated assistive technologies should be able to contribute to this. Furthermore, the council will fall further behind in the development and roll out of Telecare services compared to other councils, which is against the Department of Health's strong support for greater use of telecare and other assistive technologies.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

The final proposal remains as originally set out in this equality analysis.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Upon implementation of a new telecare service, specific performance targets will be applied to capture achievement of expected outcomes as well as contracted outputs.

Output measurements could include:

- Number of referrals
- Number of assessments undertaken
- Number of telecare packages delivered
- Number of reviews undertaken
- Average response time
- Number of staff trained
- Average time to assessment
- Average time to installation
- Minimum response time to an emergency.

Outcome measures could include:

- Length of delay in admittance to residential care
- Reduction in implementation of more expensive forms of care
- Reduction in home check visits
- Reduction in waking night cover
- Reduction in night sleepover care.

There may be additional benefits to other stakeholders, e.g. health, through:

- Hospital bed days saved due to reduction in delayed discharge

- Hospital bed days saved due to reduction in unplanned hospital admissions.

Equality Analysis Prepared By Craig Frost

Position/Role Locality Commissioning Manager

Equality Analysis Endorsed by Line Manager and/or Chief Officer Tony Pounder

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
ACS	RSH	404	1

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

Scope

Lancashire County Council currently supports approximately 1800 people within a range of 24 hour Domiciliary Support Services, with each person having a tenancy agreement with a housing provider and support. The schemes are referred to as 'Supported Living'. The total cost of supported living is in the region of £69million.

Work commenced in 2011 to remodel the supported living schemes in light of Personalisation and self directed supports and to achieve a cash saving of £6million by April 2014. A small team was established to undertake the work.

Activity to date has focussed on several work streams, including:

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

The approach taken has included working with providers and the Voluntary and Community Faith Sector (VCFS) to develop community capacity and alternatives to paid support that will support existing providers to deliver the changes collaboratively.

The activity includes a collaborative approach, with Personal Social Care, providers. Citizens and family members and has achieved a financial saving of £2.3 million to date and will achieve a £6million saving by March 2014.

The activity to date has resulted in a cash saving whilst maintaining the same and in many cases improved life opportunities and outcomes.

To date the activity has been restricted to a smaller number of providers, due to capacity and there has been some risk of duplication with our statutory review activity.

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

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

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

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

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

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

Expected Outcomes

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

What Will Be Different?

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

What Savings can be achieved?

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

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

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

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

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			4.000	4.000	4.000		12.000

		---	4.000	4.000	4.000	---	12.000

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

Directorate	Type	Number	Live/Active
ACS	RSH	405	1

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

Scope

We are currently spending too much money at the wrong end of the spectrum of services with insufficient cost control.

Current position for Home Support:

The current cost of Mental Health Home Support is c£76k per week which is an annual spend in the region of £3.95m.

There are 76 providers across Lancashire providing approximately 6,500 hours of support per week.

Hourly rates for support vary from £11.00 to £22.89 and there are 18 different rates currently being used.

There are 394 people being supported:

- 213 packages - £11 - £12.50 (vast majority at £11.96)
- 123 packages - £13 - £15 (vast majority £13.15)
- 15 packages - £15 - £22.89
- 44 packages had no hourly rate recorded

Caveats:

- provider brokered packages do not state weekly hours delivered.
- some packages contain sleep-ins.
- these figures exclude direct payments and include provider brokered and LCC commissioned support.
- provider numbers include different branches of the same provider as a single provider.

Action: Establish a new framework contract for mental health home support securing better value for money.

Impact is Potential to reduce and rationalise costs per hour for support

- A reduction of 3%* would reduce the annual cost of home support by £118K per year
- A reduction of 5%* would reduce the annual cost of home support by £197K per year

*assumes no transfer of business to direct payments

Current position for Residential/Nursing Home Placements

The current cost of Residential and Nursing Home placements across Lancashire is an annual spend in excess of £15.59m. This cost figure is inclusive of £0.5m of Registered Nursing Care Contribution (RNCC) funding that is paid directly to the providers, but still forms part of the total support package cost.

There are 398 current placements, 304 residential and 94 nursing.

Lancashire County Council funds placements ranging from c£295 per week to c£3610 per week.

There are 264 placements that cost LCC £525 per week or less, 60 placements in excess of £1,200 per week and 74 placements costing between £525 and £1,200 per week.

Lancashire County Council's position against comparator authorities (44.3% of Mental Health spend on residential and nursing home placements) includes costs for those people aged 65 and over – without this data the position is 42.1%. To reduce this to in the region of 35% would mean reducing residential spend to in the region of £11m and increasing Home Support to £7.5m.

Action:

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

Impact:

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

Self Directed Support (SDS)

The analysis for East Lancashire shows that of the 37* people whose support was transferred to SDS there is a recurrent FYE** saving of c£171k of which c£82k is supporting people funding.

*Further packages of support have been transferred to SDS

**This is based on 2011/12 data

Expected Outcomes

Establish list of providers, prices and specification for services who we will contract with.

A plan to resettle number of existing residents into ordinary housing with personal budgets because Lancashire has well above benchmark numbers of people in long term placements.

Joint Funding Panel with NHS Structure and process are defined and documented and operating to control unnecessary expenditure, and ensure commissioning bodies are securing value for money.

Rehabilitation and Supported Accommodation system – phase 2 development, elements and principles are already somewhat defined – need to complete and expand capacity.

What Will Be Different?

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

What Savings can be achieved?

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

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

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

		---	0.060	0.970	0.160	0.160	1.350

Equality Analysis

405 – Re-commissioning of Mental Health Services

Name/Nature of the Decision

Recommissioning Mental Health Services in Lancashire

Mental Health services for adults 18 – 65 yrs in Lancashire are delivered through various arrangements, many of which involve partnerships with NHS bodies both at a service level and certainly at a whole system level.

However, most local stakeholders would share a common analysis that the "whole system" of MH services in Lancashire and some of its key components are not working effectively to deliver cost effective and affordable outcomes either for many of the target individuals who use the services or for the mental health commissioners and providers of services. Budget pressures are bringing many of these concerns to a head and certainly for the council there is an imperative to get to the budget under control and reduce it alongside other ACS & PH budgets – the current budget likely to be unaffordable to sustain over the next few years unless there are further significant transfers from the NHS.

The pressures are undoubtedly increasing further due to the impact of changes in the CJ and penal system, the LCFT hospital inpatient reconfiguration and - at a neighbourhood and individual level - challenges to the resilience of many vulnerable people whose mental health may be at greater risk during these difficult economic times. It's also widely recognised that LCC MH spend is unbalanced with far more spent on nursing / residential care than nationally benchmarked averages, and this reflects a lack of commissioning and procurement capacity devoted to achieving the right balance of services in each area. Since Residential and nursing home placements can easily default to "homes for life" for relatively young adults (ie the under 50s), it can lead to institutionalisation, over dependence and an indeterminate spending commitment for the Council for an individual extending potentially over decades.

This piece of work follows on from the (nearly completed) work to reshape the s75 MH rehabilitation and supported living services which are subject of a different Project which will hopefully end when they are transferred to NHS LCFT later this year. It is also included in the ACS Commissioning Business Plan 2013 – 15.

What in summary is the proposal being considered?

- Establish a new Contract Framework for Mental Health Home Support securing better VFM
- Establish a new recovery and rehabilitation focussed contract framework for nursing / residential care
- Develop implementation plans for improvement and expansion of rehabilitation services
- Restrain and ultimately reduce expenditure from existing budgets

- Increase numbers of people supported via supported accommodation and home care services and using Personal Budgets.
- Reduce the numbers of long term nursing / residential home admissions and concurrent placements
- Improve outcomes for people with mental health problems in the system including the components which are commissioned and funded by LCC
- Establish effective arrangements for joint funding of complex cases / Continuing Health Care with Commissioning Support Unit
- Targets will to be set for these areas for delivery over next 4 years.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The decision will affect the residents of Lancashire in similar ways as the frameworks developed will ensure a consistent approach in all geographical areas.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Yes

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

It is widely accepted that between 1 in 4 and 1 in 3 people will suffer from some form of mental health problem during their lifetime. For Lancashire this means that between approximately 300000 and 450000 people will experience such and as this will also affect their families and carers it is unlikely that anyone will remain untouched by mental health problems.

The Lancashire Mental Health Joint Strategic Needs Assessment provides an overview of mental health in Lancashire. It presents data on prevalence, hospitalisation and mortality and data relating to some important risk factors for mental ill health.

Prevalence

- In Burnley, Fylde, Hyndburn, Pendle and Preston the prevalence of mental health is significantly higher than England

- In Chorley, South Ribble, West Lancashire and Wyre, the prevalence of mental health is significantly lower than England
- In Fylde, Hyndburn, Hyndburn Lancaster Pendle, Preston, West Lancashire and Wyre the prevalence of dementia is significantly higher than England
- In all Lancashire districts the prevalence of 18+ depression is significantly higher than England
- In Burnley, Chorley, Hyndburn, Lancaster and Preston, the prevalence of 18+ learning disabilities is significantly higher than England
- In Ribble Valley, Rossendale, South Ribble and Wyre, the prevalence of 18+ learning disabilities is significantly lower than England
- In 11 out of 12 districts there is a positive correlation between mental health prevalence and practice deprivation; strongest in Chorley, Fylde, Ribble Valley & Wyre district
- In 9 out of 12 districts there is a negative correlation between dementia prevalence and practice deprivation; this correlation highest in Burnley, Pendle, Preston, Rossendale, South Ribble, West Lancashire & Wyre
- In 6 out of 12 districts there is a negative correlation between 18+ depression prevalence and practice deprivation
- In Ribble Valley, Rossendale, South Ribble and Wyre there is a moderate positive correlation between 18+ depression prevalence and practice deprivation
- In all districts there is a positive correlation between 18+ Learning disabilities prevalence and practice deprivation; strongest in Ribble Valley and West Lancashire

Hospitalisation & Mortality

- Apart from Ribble Valley & South Ribble, in all other Lancashire districts emergency hospital admissions for intentional self-harm are significantly higher than England
- Apart from Fylde, Hyndburn, Pendle and Ribble Valley in all other Lancashire districts, the rate of emergency hospital admissions from neurosis is significantly higher than England
- In Burnley, Hyndburn, Pendle, Preston and West Lancashire the rate of emergency hospital admissions as a result of schizophrenia is significantly higher than England's rate
- In Preston mortality from suicide and injury undetermined (15-44 year olds) is significantly higher than England.

Risk factors

A risk factor is any attribute, characteristic or exposure of an individual that increases the likelihood of developing a disease, injury or mental health problem. Some examples of the more important risk factors in mental health are under and overweight, low levels of physical activity, drug abuse, tobacco and alcohol consumption, and homelessness (www.nepho.org.uk/cmhp, Lancashire mental health profile).

Deprivation

According to the rank of average Index of Multiple Deprivation (IMD) 2010 score, Burnley, Pendle, Hyndburn, Preston and Rossendale are the five most deprived

Indicator	Reporting Period	England	Lancashire
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districts in Lancashire, respectively. According to the rank of employment, Preston is most deprived and Lancaster is second most deprived.

Unemployment

Out of all Lancashire districts, in Burnley, the percentage of 16-64 year olds claiming Job Seekers Allowance (JSA) is considerably higher than England percentage. Although Burnley has the highest proportion of 16-64 year old JSA claimants, it should be noted that within most Lancashire districts (apart from Ribble Valley) there are wards with higher than England percentage of JSA claimants.

Ethnicity

In Pendle and Preston the percentage of BME populations is significantly higher than the England percentage.

Asian and British Asian populations form a higher proportion of the BME populations and therefore figure 14 presents the percentage of Asian and British Asian populations in each district. In Burnley, Hyndburn, Pendle and Preston the percentage of Asian/British Asian populations is significantly higher than the England percentage.

Long-term health problems

Apart from Ribble Valley, in all other Lancashire districts the percentage of population stating that day to day activities limited a little or a lot by a long term health problem or disability, is significantly higher than the England percentage.

Alcohol related self-harm

In Burnley, Chorley, Hyndburn, Pendle, Preston, Rossendale, South Ribble and West Lancashire the rate of hospital stays for alcohol related harm is significantly higher (worse) than the England rate. In Ribble Valley and Wyre the rate of hospital stays for alcohol related harm is significantly lower (better) than the England rate.

Drug Misuse

In Burnley, Hyndburn, Lancaster, Pendle and Preston the rate of drug misuse is significantly higher than the England rate. In Chorley, Fylde, Ribble Valley, Rosendale, South Ribble and West Lancashire rate of drug misuse is significantly lower than the England rate.

Prevalence Data by group

Detailed prevalence data is available across the above and age and ethnicity groups based upon geographical locations within the county. This will be used to identify how project activity should be shaped and targeted and also to give baselines of prevalence so that the effect of actions to reduce the impact of inequalities on mental health in communities can be measured and monitored.

The table below gives an overall mental health profile for the county

Directly standardised rate for hospital admissions for mental health	2009/10 to 2011/12	243	243
Directly standardised rate for hospital admissions for unipolar depressive disorders	2009/10 to 2011/12	32.1	42.6
Directly standardised rate for hospital admissions for Alzheimer's and other related dementia,	2009/10 to 2011/12	80	107
Directly standardised rate for hospital admissions for schizophrenia, schizotypal and delusional disorders	2009/10 to 2011/12	57	73
Allocated average spend for mental health per head,	2011/12	183	192
Numbers of people using adult & elderly NHS secondary mental health services, rate per 1000 population	2011/12	2.5	2.5
Numbers of people on a Care Programme Approach, rate per 1,000 population	2010/11	6.4	6.3
In-year bed days for mental health, rate per 1,000 population,	2010/11	193	182
People with mental illness and or disability in settled accommodation,	2011/12	66.8	65.5

Mental Health Profile of Lancashire

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision?
Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

There has not as yet been any specific consultation in connection with this project. However ongoing engagement with a number of service user and carer groups supports the direction of this project.

An early action within the project is to communicate effectively with

- Citizens, people who experience long term mental illness, carers / families
- Lancashire Care Foundation Trust... management and community staff
- NHS commissioners and NHS Commissioning Support Unit
- Lancashire County Council staff who work in s75 services
- Councillors, MPs
- Care Quality Commission
- Residential care providers
- Home Care providers
- Housing providers
- Personal social care.
- Lancashire County Council – finance, Business Intelligence, property
- One Connect Limited – Care Connect, Procurement

Communication with services users will be undertaken using a "Working together for change" approach where people are asked to say what isn't working, what things should look like and how they would be different.

Consultation will be tailored in such a way that groups such as the deaf community

are enabled to participate fully e.g. through the provision of communication resources.

Similarly those from ethnic minority backgrounds will be provided with different language information as required.

Another example will be the provision of easy read versions for those with learning disabilities as appropriate.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so?
Please identify any findings and how they might be addressed.

It is not envisaged that the project will discriminate unlawfully against individuals sharing any of the protected characteristics. It will seek to promote the rights of individuals and groups.

It is expected that this work will enable individuals to play a greater part in community life. For example through moving away from residential care provision to community alternatives individuals will be automatically less isolated and able to participate in and contribute to, with the right level of support, their community.

The stigmatisation of those with mental health problems reinforces negative stereotypes and consequently further isolates those individuals. This work will enable and empower individuals to become greater participants in their communities, become more visible and make communication and understanding across the mental "illness" boundary more achievable. Where services are to be developed in new settings, and perhaps in new communities, work will be undertaken to allay fears and improve understanding.

Question 4 – Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

It is not envisaged that this work will combine with other elsewhere to result in a negative effect upon any individual or groups. Through working through joint commissioning plans both of the County Council(including both social care and public health) and Clinical Commissioning Groups and also with other key partners such as District councils it is expected that aligning this work will result in overall greater effectiveness through greater coordination and economies of scale. Wherever possible services for people with mental health problems will be mainstream not "specialist" so this requires this project to be part of a whole system approach.

Examples of complimentary work streams are those for developing the whole Transitional Acre Pathway , Hospital Discharge, Reablement Services, Integrated Wellness and Supported Housing options

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

As a result of this analysis it is intended to continue with the original proposal but with a strengthening around the consultation with service users and their families. This is because the core elements of the proposal are strong around anticipating and responding to the potential for negative impacts upon groups and individuals including those with relevant protected characteristics.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

As there have not been any adverse impacts identified as yet there are no mitigating actions required at this time. The monitoring arrangements referred to below will identify if there is any change in this and trigger appropriate mitigation.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The proposal has at its core a desire to enhance to outcomes for individuals while also achieving value for money and savings. While there is some tension in this there is evidence that moving to more community based alternatives that look to recovery and rehabilitation rather than maintaining and accommodating are more cost effective. Addition they result in a much more person centred and empowering approach. There are not seen to be any negative effects for individuals or groups as a result .

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

It is proposed that the project continues as originally set out with strengthening of the engagement and consultation framework .

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The project has in place a proper project management structure and governance arrangements.

The project board meets monthly and will consider the equality impact of the work as part of its standing agenda as reported to it by its sub groups.

Equality Analysis Prepared By Paul Robinson

Position/Role Area Commissioning Manager

Equality Analysis Endorsed by Line Manager and/or Chief Officer

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
ACS	RSH	407	1

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

Scope

1. Joined up intermediate care services with improved access and care management to prevent admissions/readmissions, support safe discharge, and prevent/ prevent admission to long term care e.g. through a clear falls prevention strategy.
2. Establish Neighbourhood care teams offering direct access and focussed support for people with long-term conditions (LTC's) living in the community. Working closely with GPs to identify risk.
3. Establish and expand Connect 4 Life who connect, sustain and link people to have a good life in their local community, accessing a range of universal and asset-based resources.
4. Establish a robust and effective programme of Health Checks, risk stratification and integrated health and wellbeing services to ensure early identification of needs and preventative interventions.

This programme should be seen as part of the wider integration agenda between LCC and the NHS. The scope includes Integrated wellness service, particularly NHS health checks, home improvement, lifestyle and falls prevention service. This also includes many community based services commissioned by the NHS which might be covered by other directorate level savings – clear exclusions to be drawn after we are able to see all project briefs. The review of Help Direct will also form part of this brief in view of the opportunities connected with the review of Health and Wellbeing services. The review of the Transitional Care Pathway for Older People with Mental Health needs, particularly Dementia and their Carers in Lancashire North, and Designing Urgent Care Services across Greater Preston and Chorley and South Ribble CCG are outside the scope of this project, but there will need to be clear links.

Expected Outcomes

Those in crisis / with acute exacerbation of needs

- Reduced demand to NHS and LCC services
- Integrated working practice for health and social care teams through co-location, pulling in existing resources from current disparate functions across health and social care.
- Single assessment process with common documentation, to ensure systems that deliver timely discharge planning processes and effective allocation response
- A reduction in residential and nursing care home admissions and high cost support packages
- An increase in 'step-up' access to intermediate care
- A reduction in delayed discharges and 'lost bed days'
- A reduction in avoidable hospital admissions

Those at risk of crisis / acute exacerbation

- Holistic, person centred care plans that promote self care and maximise the utilisation of community assets
- Individual with multiple risk factors will be more easily supported.
- Reduced demand to NHS and LCC services
- Integrated working practice for health and social care teams through co-location, pulling in existing resources from current disparate functions across health and social care.
- A reduction in residential and nursing care home admissions and high cost support packages
- An increase in 'step-up' access to intermediate care
- A reduction in delayed admissions and 'lost bed days'
- A reduction in avoidable hospital admissions

Those with low level needs

- Early diagnosis and interventions with improved access and uptake to prevention and wellbeing services
- Reduction in long term conditions e.g. diabetes
- Individual with multiple risk factors will be more easily supported.
- Better outcomes for patients/customers with an increased sense of community resilience.

General population

- Holistic, person centred care plans that promote self care and maximise the utilisation of community assets leading to reduced long term conditions e.g. diabetes.
- Early diagnosis and interventions with improved access and uptake to prevention and wellbeing services.
- Increased sense of community resilience and a reduction in inequalities.

What Will Be Different?

See expected outcomes

What Savings can be achieved?

Joined up intermediate care services = £600,000

Establish Neighbourhood Care Teams / Establish and expand Connect 4 Life = £8m less £750,000 (3x£250k CL estimate, non-current, Central Lancashire savings being applied across North and East Lancashire, most of the people will need reablement.

Establish a robust and effective programme of health checks, risk stratification and integrated health and wellbeing service = £2.4m

Invest to Save: Downsize reserve

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

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

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			2.900	---	3.800	4.300	11.000

		---	2.900	---	3.800	4.300	11.000

Equality Analysis

407 - Integration of health and care services in Lancashire

Name/Nature of the Decision

Integrated Health and Social Care Services through the development of:-

- Joined up Intermediate Care Services and Safer transfers of Care
- Local Area Co-ordination
- An Integrated Wellness Service

What in summary is the proposal being considered?

This project forms part of corporate savings plans as part of the medium term financial strategy within Lancashire County Council by refocusing activity and using existing resources and non-recurrent additional funds the project will reduce the demand on statutory services by reducing duplication and waste, shifting investment to prevention and developing community asset approaches any non recurrent investment will be aligned to the expected reductions in acute and residential bed based care. By managing the demand for longer term high cost care it is anticipated the savings to the County Council will be £11 million by March 2018.

There is a National Long Term Conditions (LTC) agenda being implemented across the country. The LTC framework is based on three core principles; risk stratification, neighbourhood Teams and self management. The Integration of Health and Social Care Services addresses the three core principles through the development of three service areas:-

Joined up step up / down intermediate care services with improved access and

Integrated case management and case finding to prevent admissions and readmissions to hospital, support safe discharge, and prevent admission to long term care

The development of Local Area Co-ordination (LAC) and community asset based approaches that have a focus on wellness and developing the resilience and capacity of individuals, families and communities. LAC supports case finding as part of the joined up step /down activity.

Establishment of a robust and effective programme of Health Checks, risk stratification and integrated health and wellbeing services to ensure early identification of needs and preventative interventions

There are specific programmes of work in East, North and Central, that reflect the local market factor forces and Health structures. The main principles are though consistent across the County, including, the development of integrated step up/down community based services, single / main points of access, integrated case management and case finding (virtual wards) and self care.

There are common principles aimed at securing a consistent outcome for citizens regardless of which part of the County they live, so ensuring the right support, in the right place, at the right time with the right outcome. In each locality there is a focus on reducing hand offs in the system and arranging resources around the needs and safety of patients / citizens.

There are specific collaborative work streams in North, East and Central, aiming to achieve this consistent approach, even though some of the delivery may be different to reflect local market factor forces and local health Primary, secondary and community care arrangements.

A key element of the work is to integrate the reablement and rehabilitation capacity, within each locality, to support a safe, efficient and dynamic step up / down integrated model, that reduces admissions to acute and residential care and enables early supported safe discharge.

Local Area Co-ordination will deliver three core functions, including; GP liaison and case finding, community connecting and linking, community asset mapping and development. The activity undertaken to date, in Central Lancashire has been a combination of 'Help Direct' and 'Connect 4 Life', building on the success of Help Direct, with 'Connect 4 Life' being the wider social care offer to support integrated neighbourhood teams, supporting a more targeted approach to case finding and asset development.

The three key elements of this proposal will identify patients and citizens at risk of acute admission or at tipping points, wrap resources around the local GP practice, including Voluntary, Community and Faith Sector (VCFS) and community assets, which will then be deployed to support those identified with a strong emphasis on self management, wellness and prevention. So the focus will go beyond just those at most risk of an acute admission, it will focus on whole population.

This will require integrated working across partners at a local community level, to a

scale never achieved before. The focus is on wellbeing and prevention, harnessing all of the resources in the community, which focus on wellness and self management, as part of a wider health and social care integrated offer, through neighbourhood teams.

The Integrated Wellness Service will create a new system to co-ordinate interventions around lifestyle and health related behaviours such as exercise, diet, and substance misuse. This system will connect people with support and positive influences and will reduce the long term demand on acute services by improving people's ability to achieve and maintain healthy lifestyles.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The proposals are expected to have a positive impact on equality of access for individuals in terms of age, gender, disability. The development of the services will enable more people across the county to be supported and will not impact on any specific locality that will risk access and or uptake from specific community groups.

The service developments will be a mix of universal services and targeted services based on local population. As part of the project a number of existing services will be re-designed and re-commissioned and this may result in a balancing of universal and targeted services based on local population need.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

Although the step up / down activity will be for Adults in Lancashire in the first instance, the service will focus on older population with long term conditions, who currently account for the highest % admissions. There is currently some level of

under representation of people with a learning disability due to their presenting needs often not requiring an intermediate care response .However, the expansion of the combined approach of the three elements of the project and the reshaping of community based services will ensure that all individuals will be referred regardless of any protected characteristics.

The activity to date in the early GP implementer sites of Local Area Co-ordination has involved contact with a adults and families, of all ages, gender, ethnicity, marital status, disability and sexual orientation. There has been focussed activity with community groups and activity with specific elements of the community such as older people. There has been contact with over 800 citizens to date, with no reported negative impact.

The specific detail around patterns and levels of health inequalities within groups with protected status will inform the development of the Integrated Wellness Service.

People who still require residential care or formal social care packages will still be support under our statutory duty however it is intended that by investing in the 3 service areas we will see less people needing to access residential care and formal care packages as their needs will be addressed sooner

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

-A formal consultation plan and communication plan has yet to be developed. Any outcomes of the formal consultation process will be used in conjunction with the findings of the 15 Local Area Coordination and other engagement events that have already taken place to shape the 3 service areas.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so?
Please identify any findings and how they might be addressed.

The current system results in unnecessary admissions to acute hospitals and residential care which creates pressure across both the health and social care system. Therefore Integrating Health and Social Care will transform the system on 3 levels

- Remove waste – through integrating health and social care assessment and allocation functions
- Reduce cost - integrated service re-designs and co-ordinated/case managed care
- Improve individual and carer experience – right place, right care, right time, every time

The activity to date has fostered good relationships within communities, with significant linking and connecting of vulnerable groups and intergenerational activity. There is strong evidence of increased awareness and support for citizens with a disability and those socially isolated to reconnect, share, contribute and mutual support across communities, with individual community members offering support to others as part of an emerging community asset development. The project is therefore likely to advance equality of opportunity for groups with protected status rather than discriminate against them

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Those services classified as Intermediate Care Services are currently free of charge for 6 weeks and are not subject to FACs. To enable elements of the project to deliver the expected outcomes and to expand the offer of access to short term services and one off offers such as equipment that are currently FACs eligible or chargeable there will need to be a review of the current charging policy and FACs criteria for a range of services.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

There have been no changes to the proposal as a result of the analysis. However key issues discovered as a result of the planned consultation will be reflected in the final proposal.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

We will continue to monitor the activity and impact through measuring outcomes and analysing activity across the 3 service developments to ensure activity is representative of the local community profile. We will engage directly with communities and check back to see what improvements happen. We will use working together for change to check actual experience and can use specific themes to ensure equality of access is the experience for all.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your

analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

Integrating Health and Social Care Services is expected to result in improved quality of life, better outcomes and improved independence for a greater number of individuals across Lancashire. The programme is intended to deliver budget savings through reducing the impact of disability, ageing, long term conditions and health and social inequalities, which in turn will reduce demand on the health and social care economy by shifting resources from long term care packages to communities to promote wellness, prevention and increased capacity self care

The project is dependent on realigning existing resources to deliver more efficient and effective provision. It will promote service re-design across primary care, secondary care, social care and voluntary sector services as citizens are supported to be well and self manage, which in turn will promote self determination and positive decision making. The risk of adverse impact is therefore minimal

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

The proposal remains to implement the Integration of Health and Social Care Services programme through the development of three service areas.

There have already been significant investments in services that support LTC, but further additional investment to add to the existing teams and services that form the integrated service offer may be required to deliver a system that will offer consistent and timely access to community services with a focus on wellness and prevention, this in turn will reduce the demand on statutory services any non recurrent investment needs to be aligned to the expected reductions in acute and residential bed based care it is anticipated the savings to the County Council will be £11 million by March 2018.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The proposal will be reviewed through a range of governance arrangements including;

Adult Services Health & wellbeing directorate programme Board

Health and Wellbeing Board and local HWB Partnerships

Clinical Commissioning Groups (Clinical Senates and Transformation Boards)

Local Area Governance structures

Specific service reviews through activity analysis

Specific service review using themed working together for change.

Feedback from service users.

Equality Analysis Prepared By Ann Smith, Acting Area Commissioning Manager (East)

Terry Mears, Head of Commissioning Central Lancashire

Tom Woodcock, Head of Commissioning Substance Misuse and Partnerships

Position/Role Equality Analysis Endorsed by Line Manager and/or Chief Officer

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
CYP	RSH	409	1

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

Scope

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

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

Expected Outcomes

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

What Will Be Different?

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

What Savings can be achieved?

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

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

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

		---	0.500	0.500	1.000	---	2.000

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

Directorate	Type	Number	Live/Active
ACS	DPO	601	1

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

Scope

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

Expected Outcomes

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

What Will Be Different?

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

What Savings can be achieved?

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

Invest to Save: Downsize reserve

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

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

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

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

Equality Analysis

601 - Supporting People

Name/Nature of the Decision

Supporting People Budget Savings

What in summary is the proposal being considered?

The proposal is to reduce the Supporting People budget by £4m, from £16 million to £12million. Detailed plans are being developed to achieve the £4m savings which will be subject to further EIAs. Whilst some indicative figures have been provided with regard to individual sector reductions (sheltered housing, floating support), amendments may be required to these figures following the detailed planning and the consultation responses. The indicative figures quoted were: up to £2m million in sheltered; up to £1.5 million in relation to floating support and the remaining services achieving the outstanding savings.

Specific EAs are being undertaken in relation to the following individual sectors.

Sheltered housing and community alarm services

Proposals regarding sheltered accommodation cannot be fully developed until the approach to be adopted by LCC to telecare is defined.

Floating support

The future shape of floating support services is being considered as part of a wider review of well being services commissioned by Social Care and Public Health (including Help Direct).

Specialist Floating Support Services

A review of the Family Intervention Projects funded by SP is being undertaken

Supported Lodgings

A review of the Supported Lodgings provision is being undertaken

Supported Accommodation for People with Mental Health

The hourly rates and the appropriateness of the current level of support is being reviewed

Short term supported accommodation for a range vulnerable groups (e.g. domestic violence, young people at risk, homeless families)

In order to achieve greater parity between services in terms of the number of support hours being commissioned, a support hours modelling tool has been developed. The tool will be subject to consultation with providers. In addition, where there are large reductions in support hours for individual scheme, consultation will be undertaken with service users as appropriate.

Home Improvement Agencies

A review of HIAs is being undertaken in conjunction with social care commissioners and public health

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

People across the county are likely to be affected in a similar way

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Given that Supporting People funding is targeted at vulnerable people, there will be an impact on people with all of the above protected characteristics. There is likely to be a disproportionate impact on older people and people with disabilities.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

Sheltered Accommodation

In the region of 13,000 people receive financial assistance to pay for their sheltered housing support charge. There is likely to be less support available for older people. A breakdown of the protected characteristics of people who have accessed sheltered housing is not currently available

The following data has been provided for people moving into all other services during 2012-13

Sex

Service Type	Missing	Female	Male
Supported Housing		807	633
Floating Support		1401	744
Supported lodgings	0	17	32
Total:	5	2225	1409

Disability

Service Type	Missing	Yes	No	Don't Know
Supported Housing		218	1213	10
Floating Support		716	1423	8
Supported lodgings	0	6	42	1
Total:	2	940	2678	19

Age

Service Type	Nov -15	16-17	18-24	25-31	32-38	39-45	46-52	53-59	60-64	65-69	70-74	75-79	80+
Supported Housing		270	642	167	153	107	64	26	5	2	2	0	3
Floating Support		37	550	433	368	298	253	109	40	24	11	13	7
Supported lodgings	0	25	24	0	0	0	0	0	0	0	0	0	0
Total:	1	332	1216	600	521	405	317	135	45	26	13	13	10

Ethnic Origin

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision?
Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

Background - Principles

Consultation was undertaken with service users and stakeholders when developing the Supporting People Commissioning Plans (2011-2015) (young people at risk, offenders, homelessness, mental health, domestic violence, substance misuse). The results of the consultation lead to the following section being included in all the plans:

"Initially it was intended that the commissioning plans would include a priority score for each service. However, as a result of feedback regarding the need for a wide range of services, but with a varying level of units to reflect the available funding, a set of criteria has now being developed to facilitate the development of the housing support system.

The Commissioning Board has agreed that the following criteria will be used to assist with the prioritisation process. The overall housing support system for the client group should:

- *reflect the level of need in each area (i.e. the proportion of funding allocated will be in line with local assessments of need);*
- *enable the local authority to meet its statutory duty to people who are homeless;*
- *balance the requirement for services amongst people with an urgent need for a housing support service and those requiring a preventative service in order to ensure that, where possible, there is an early intervention rather than a crisis response;*
- *be able to respond to the needs of people who present a risk to themselves or the local community;*
- *ensure that there is not duplicate funding for services and that commissioners work together to find the most cost effective method of delivering services which are the responsibility of one or more agencies.*

In making decisions, commissioners will take into account the availability of general needs properties in an area as this will influence how quickly individuals can be re-housed and the likely availability of dispersed units of temporary accommodation. In addition, the long term implications of any proposal to close accommodation based services must be considered".

Moving Forward – Applying the above Principles

When identifying potential savings these general principles have informed the draft proposals around the general splits in savings between the service sectors (sheltered accommodation, floating support etc).

The commitments in relation to people who are homeless have led us to initially

identify less savings for the short term supported housing sector

In order to ensure that early intervention and prevention services are also available in relation to avoiding homelessness and minimising admission to residential care, we are committed to continuing to fund floating support, HIAs, supported housing for people with mental health problems and sheltered housing services.

The significant savings to floating support are due, in part, to the assumption that there are more opportunities for jointly funding services with other commissioners and maximising the use of asset based approaches. It is also easier to flex this type of provision.

There is concern that given the housing market and the difficulty in securing suitable buildings that any decision to lose supported accommodation would need to be considered very carefully. Utilisation levels are being reviewed and where there does not appear to be appropriate levels of occupancy the appropriateness of de-commissioning will be investigated. Whilst in most parts of Lancashire there is a limited supply of short term supported accommodation, we will ensure that all services are a strategic priority for commissioners. In addition, we will explore, with OCL, any potential opportunities to procure services in a different way.

Planned Consultation

Providers were made aware of the level of savings being proposed following the Cabinet Meeting of 7th November 2013. Districts were advised of the total level of savings being proposed a few months ago.

At this stage no consultation has been undertaken with service users regarding any of the specific sector proposals (sheltered accommodation, floating support etc outlined above). Consultation plans will be developed for each of the following sector proposals which are appropriate to the length of service (some are very short term with high turnover rates whilst others are long term services):

Sheltered Housing

Consultation was undertaken with sheltered housing providers early in October 2013 about the best approach to be adopted in the event that significant reductions are required to the sector. Some outline proposals are being developed, although elements of the model are dependent on other projects e.g. telecare. Given the long term nature of the service and the complexity of the tenancy related issues, consultation with tenants will probably need to be undertaken through the landlord

Floating Support

Options are currently being explored. Consultation will take place with providers once a proposed model has been agreed. The approach to be adopted to consulting with service users is still to agreed given that the service is short term in nature (average of four months)

Supported accommodation for people with mental health problems

Consultation with mental health providers is due to commence immediately which

will focus on hourly rates and the level of hours being commissioned for the service

Supported lodgings

Recommendations have been formulated by LCC commissioners and district councils. Consultation with providers will take place early in the new year.

Short term supported accommodation – support hours modelling tool

Consultation will primarily be with providers as the focus of the support hours modelling tool is on ensuring that the level of hours enables the service to be safe but not over staffed.

Home Improvement Agencies

A new model has been proposed. Consultation with district councils and providers will be undertaken early in the new year

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

The full impact will not be known until the detailed planning, consultation and analysis has been undertaken. However, it is possible that overall there will be less hours of floating/visiting support delivered. This will impact on people with all protected characteristics as it is a generic service

The impact on sheltered housing residents could potentially, although not necessarily, be affected the Council's approach to telecare. It will be also be affected by individual landlord's decisions on re-modelling services. Owing to the lack of clarity about the future impact of the welfare reforms on supported housing and the uncertain wider financial context, landlords will have to make individual business decisions about the most appropriate approach to take in the future to re-modelling their service with less funding for support (e.g. seeking to re-configure with a greater emphasis on housing management where funding may be able to be accessed via housing benefits)

The impact on mental health services and short supported housing will potentially be less as initially plans will focus on providing a level of funding which better reflects needs and is more equitable across the sector

As stated above the full impact will be known once more detailed planning has been completed and the consultation has been undertaken

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

The welfare reforms may exacerbate the impact on a range of groups

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Following completion of detailed planning and consideration of the consultation results, the original proposal will be reviewed.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

Mitigation factors will be considered fully in the more detailed EAs. However there are some influencing factors are outlined below:

SHELTERED HOUSING

Many older people's housing providers are considering how to remodel services with less reliance on SP funding

We are proposing to change the nature of the contract to enable more flexibility and targeting

FLOATING SUPPORT

Supporting People Team is working with social care and public health to consider how we can commission services more effectively by reducing any duplication, understanding the interface between services and aligning funding where appropriate

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

Whilst the detailed EAs (regarding different elements of the sector) may lead to adjustments to the reductions in different types of SP funded services, it is recognised that owing to the level of savings which LCC is required to fund, there needs to be an overall reduction in the amount of SP funding.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

The final proposal is to proceed with the target of £4million savings; however the level of savings to be achieved by the individual sectors (sheltered, floating support etc) may need to be re-balanced following detailed planning, analysis and consultation

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The Supporting People Partnership Board will be responsible for monitoring the impact of the proposals

Equality Analysis Prepared By Sarah McCarthy

Position/Role Head of Supporting People

Equality Analysis Endorsed by Line Manager and/or Chief Officer

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
ACS	DPO	602	1

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

Scope

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

Expected Outcomes

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

What Will Be Different?

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

What Savings can be achieved?

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

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			1.250	1.500			2.750

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

Equality Analysis

602 – Fairer Charging

Name/Nature of the Decision

Increasing the level of charges for non-residential care services in line with DH fairer charging guidance and introduction of a £10 administration charge for blue badges.

What in summary is the proposal being considered?

The Directorate for Adult Services, Health and Wellbeing Services is obliged to assess the social care needs of people who are referred as having a disability of any kind. That disability may be as a result of age, illness, learning disability, physical disability, sensory impairment, or mental health issues.

If a person is assessed as having community care needs, the level of that need is determined and considered against the County Council's eligibility criteria. In appropriate circumstances the care needs of that person will be met either by the direct provision of services or increasingly through the allocation of a personal budget.

Where services are provided to people continuing to live in their own homes (non-residential care services), then the County Council may require the customer to make a contribution towards the cost of the services provided. Charges are not levied on everyone, and the charges do not always equate to the cost to the County Council of providing the service.

The current charging policy was last changed in 2011 reflecting the move towards personal budgets and self directed support which carries with it an increase in the number of people using other, non-traditional services. Given the overall financial position of the County Council, the revised charging policy will be required to deliver increased income to assist in meeting the costs of the projected increase in demand for social care services.

The only people eligible for social care services are those who are assessed by the authority as having needs which meet the eligibility criteria set by the authority. These services are not a universally available service and so are qualitatively different in nature to universal services, as the only people using the service are by nature and definition assessed as in need and therefore disadvantaged in comparison to the majority of society.

Under the existing charging policy, if the customer has savings in excess of £23,250, they will have to pay the maximum charge. The maximum charge can be the full cost of the service, or a fixed weekly charge, whichever is the lower.

If the customer has less than £23,250 in savings, then a full financial assessment is carried out in order to determine their Net Disposable Income (NDI). The customer is currently required to contribute 85% of their NDI towards the cost of services, subject again to maximum limits.

Table 1: Analysis of basis of charging for customers

Basis of Charge	Total numbers currently paying on this basis	Proportion of customers paying on this basis %
Nil Charge	4829	47.26
Charge based on net disposable income	4520	44.23
Maximum charge payers	870	8.51

The major proposals within the revised charging policy are that:

- Increase NDI to a maximum of 100% from the current 85%
- Introduce an annual uplift on the Non-Res care charges without needing to undertake a new financial assessment, reflecting the annual percentage increase in pensions / benefits. This would adopt the approach currently in place on residential care charging.
- Removal totally (or increase) the current £655 maximum charge for full cost payers.
- Introducing consistent charging arrangements for respite care

The increase in cost to the customer will vary from £0.22 to £410.74 per week, with an average weekly increase of £8.26. The impact of these proposals is that those customers who currently make no contribution towards the cost of their services will continue to receive them free of charge. 4,360 of those customers who are assessed on the basis of their net disposable income will see an increase in their charge but the majority of these will still benefit from some level of subsidy from the County Council. The largest impact will be on those customers with significant savings (over £23,250) who will be required to meet the full cost of their services in future and 673 of the current 870 maximum charge payers would see an increase in their level of charge. Customers who are currently paying maximum charges will be offered a financial assessment and may possibly move onto a charge based on their net disposable income.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Yes

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

See below.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

N/A

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people

- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

Potential effect on service user groups

Age: around c56% of the people receiving non-residential care services are over 65 years old. However, the average age of older people being referred and assessed is between 80 and 82, and the average age of people that LCC supports with formal community care services is slightly higher. Of the over 65 population just over a quarter are not required to contribute towards the cost of their services. However of the c44% of customers who are aged 18-64, almost 2 out of every 3 are not charged. Older people are more likely to have generated savings through their working lives or be in receipt of occupational pensions than their younger counterparts.

The impact of the charging proposals is therefore likely to have a greater impact on the savings and net disposable income of older people than working age adults. However this is wholly due to the fact that the majority of working age adults do not currently have savings or disposable incomes above benefit support levels.

Gender: 63% of people in receipt of chargeable non-residential care services are likely to be female and of these just over one third will not be subject to charges. Of the 37% of male service users, almost half will make no contribution. The proportion of customers assessed based on their net disposable income and those who currently pay the maximum charge are all broadly in line with the overall proportion of female to male service users.

There is a considerable literature about the disproportionate use by older women of health care and adult social care and why that should be; for the purposes of the EIA it is enough to state that women will be disproportionately affected by the changes in charges as they make up a greater proportion of the cohort subject to charging.

Ethnicity: Black and minority ethnic (BME) communities represent 7.7% of the population of Lancashire. The profile of service users receiving non-residential care services indicates that c4% are from BME communities. This is in line with the overall underrepresentation of such communities in receipt of adult social care services. Additionally two thirds of BME service users receiving non-residential services are exempt from charges compared with around 40% of the white British/Irish community.

Based on this analysis it appears that people from a BME background will be less

affected by the proposed revisions to the charging policy than their proportion in the population.

Disability: By definition virtually all those people receiving a social care service have a disability. However the proposed changes to the charging policy have the greatest impact on those people who have acquired savings or have higher levels of income, and certainly above income support levels. In general people with severe and life limiting disabilities are less likely to be earning or acquiring savings. The average contribution made by an older person towards the cost of their non-residential care services is over 3 times greater than an adult of working age with a disability reflecting the greater incidence of income and savings in this group.

Consequently the numbers of people with physical and learning disabilities affected by any revisions to the charging policy are likely to be both small and proportionately low. However both the current and proposed charging policies link charges to the cost of services provided and those with the greatest level of disability and therefore need, tend to require the more expensive packages of care. Consequently within the group of those with access to savings or higher levels of income the charging policy will impact most on those with a greater level of disability

Poverty/Low income: People accessing non residential care services who have limited savings and whose incomes are at or just above income support levels are required to make no contribution towards the cost of their services. This group of people will not be affected by the proposed changes. People with limited savings (i.e. less than £23,250) but with incomes above income support levels will continue to be subject to a financial assessment and the vast majority will continue to pay significantly less than the full cost of their services.

However all of this group will be subject to an increase in their charges with those with lower incomes seeing a lower increase in cash (but not percentage) terms. The greatest impact will be felt by those with savings above £23,250 or with high levels of income.

Religion: We do not consistently collect data on the religion of people who use our services and so are unable to assess the impact of this proposal on people with different religious beliefs or with no religious belief.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

A detailed consultation ("Changing Charges") was undertaken as part of the 2011/12 budget process which sought the views of customers, via questionnaires and face to face events, regarding the proposed changes to the charging policy at that time. A further consultation exercise involving customers and other affected parties will be undertaken around the current proposals.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

Given the nature of the services in question (non-residential care) which the proposed increase in charges relates to, there is very little scope for addressing areas such as fostering good relations between people who share a protected characteristic or involvement in public life.

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

We are not aware of any other factors that would create a cumulative negative effect on service users. As charges are based on ability to pay via a financial assessment, where a customer's financial circumstances change a new financial assessment can be requested which may reduce the charge. Nationally, future care funding reform,

including the cost of care cap which will limit the total level of contribution an individual is required to make towards their cost of care during their lifetime, is likely to limit the length of time some customers are charged for.

Other budget proposals which may impact on the individuals affected by this proposal, e.g. health and social care integration, are primarily intended to put preventative measures in place to reduce the currently predicted overall demand for ongoing care and / or reduce the ongoing cost of care for some people. Any reduction in the cost of care for a customer would reduce the charge for a maximum charge payer and also potentially reduce the charge for some individuals who pay their charge on the basis of their net disposable income.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it – briefly explain

The original proposal has not changed with the proposed changes bringing Lancashire's charging arrangements more consistent with many comparator authorities. Any significant issues discovered as a result of the planned consultation will be reflected in the final revisions to the charging policy.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

The revisions to the charging policy will impact to significant increases in charges for some existing customers. In order to mitigate this, affected customers will be offered a further financial assessment to ensure they have the ability to meet the new charges, along with an appeals process for those customers who can evidence that the changes have not treated them equitably.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent

of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The financial savings that need to be delivered by the Authority are significant and an increased contribution towards the cost of their care for some customers, based on a financial assessment confirming their ability to pay, is appropriate given the scale of the current financial challenge and the mitigation factors referred to in question 6.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

The final proposal remains unchanged and risks to affected groups have been mitigated as far as possible.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

A comprehensive set of performance indicators has been established to understand the impact of both the transition from current arrangements to new and the ongoing quality of the service.

Equality Analysis Prepared By E Ince

Position/Role Locality

Equality Analysis Endorsed by Line Manager and/or Chief Officer T Pounder

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
ACS	DPO	604	1

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

Scope

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

Expected Outcomes

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

What Will Be Different?

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

What Savings can be achieved?

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

Invest to Save: Downsize reserve

Access required to downsize reserve?

No

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic?
Further information is available at this link:

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

No

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

Financial Analysis: (discrete annual savings)

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

			0.500	---	---	---	0.500

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

Directorate	Type	Number	Live/Active
ACS	DPO	605	1

Project	Review of the In House Adult Disability Provider Domiciliary Service
Sponsor	M Lawrenson - Head of In House Provider Service
Objective	The project will concentrate on reducing the size of the In House Countywide Domiciliary Service which currently supports 320 service users in 112 houses. The project will review the existing supported living arrangements within the in house Domiciliary Service and make proposals to reduce the size of the service, over the next four years by exploring more cost effective supported living arrangements for some tenants
Staff Input Involved	A Project Team will need to be established drawn from staff within the Service and also containing staff from other areas of PSC, Commissioning, Finance, HR and Communications

Scope

All 320 tenants will be reviewed and all 10 Domiciliary Schemes within the in house service will be within the scope of this project.

Expected Outcomes

Fewer tenants will be in receipt of in house support generating savings for the council.

What Will Be Different?

END TARGET by 2017-18 – to have reduced the size of the in house domiciliary service by around two thirds (i.e. from 320 tenants down to around 120 or below) and that the remaining tenants are those with higher level support needs, thus generating savings of a prudent estimate of approximately £4.2m by reducing the size of the workforce and securing more cost effective support arrangements for approximately 200 tenants

What Savings can be achieved?

By the end of project it is expected that approximately £4.2m of savings will be achieved by reducing the size of the workforce and securing more cost effective arrangements for approximately 200 tenants.

Invest to Save: Downsize reserve

Access required to downsize reserve?

No

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

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

Further information is available at this link:

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

Yes

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

Yes

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
In-House Service	Transfer tenants to external	---	---	0.360	0.730	0.370	1.460
Reconfigured Tenancies	0	---	---	---	1.410	1.410	2.820
0	0	---	---	---	---	---	---
0	0	---	---	---	---	---	---
Total net incremental savings		---	---	0.360	2.140	1.780	4.280

Equality Analysis

605 – In House Domiciliary Services

What in summary is the proposal being considered?

In House Savings – Domiciliary Services (Supported Accommodation)

The project will concentrate on reducing the size of the In House Countywide Domiciliary Service which currently supports 320 service users in 112 houses. The project will review the existing supported living arrangements within the in house Domiciliary Service and make proposals to reduce the size of the service, over the next four years by exploring the availability of more cost effective supported living arrangements for some tenants

Following the completion of the review, the service may reduce in size over the next 4 years by approximately 2/3rds (from 320 tenants to around 120).

Savings will be generated for the Council as a result of the service reduction in the region of £4.280 million

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

People with learning disabilities who may also have some physical disabilities.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether

the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

People with a learning disability living in shared supported tenancies throughout the whole of Lancashire.

Lancashire county Council supports over 3200 adults with a learning disability including around 360 people who live in residential or nursing care. Over 2700 people are helped to live at home with over 1800 of those living in supported living within Lancashire. There are 794 individual or shared living schemes. 591 of these that have some form of night time support.

No one is supported in a house with more than 6 tenants sharing and the most frequent size of tenancies is three and four person schemes. Approximately 25 % of those people in supported living fall into the age band of 45-54 with the next highest (Approx 20%) falling into the 34-44 age group. Both the 25-54 and 55-54 age groups have approximately 18% each of the population living in supported living. Approximately 11% of the population in supported living are over the age of 65. Approximately 2.5% of Supported Living tenants are of BME origin.

There are as twice as many men in supported living than women.

The current level of vacancies at June 2012 was 125 accounting for about 7% of the overall capacity.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

The scope, actions, targets & outcomes of the project have yet to be determined however consultation with service users, their families, other providers and internal colleagues e.g Commissionign, PSC & Contracts, will be undertaken within an appropriate timescale to ensure that feedback will influence the direction of the project as necessary.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

Further consideration of the potential impact will be assessed and added to this document later.
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Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care,

its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

The Remodelling of Learning Disability Support Accommodation within the independent sector is running in parallel and the number of providers may reduce as a result of this programme, leading to a reduced choice to those service users seeking alternative provision

The programme of activity to be undertaken by the Remodelling Team is not intended to heighten disadvantages amongst any of the above groups and have used the following reference in support of this aim.

Commissioning Intention 5 states that we will 'Work with District Councils and housing partners to develop alternative types of accommodation which provide choice, enables people to retain their independence and whenever possible provides a home for life'.

Included in the actions to achieve this are :

To ensure that those people with learning disabilities who live in supported living schemes are supported in the most appropriate, flexible and cost effective way based on the principles of self directed support, maximising the use of personal budgets and universal services.

To remodel current supported living situations for people with learning disabilities to ensure that there will be a range of housing options available for people to choose from.

The Remodelling activity was commenced to support;

1. The County Council's response to Personalisation, now identified within future legislation - Care and Support Bill.
2. The development of self directed supports in Lancashire
3. Citizens living in existing supported living fully understand the impact of self directed supports and what their choices and options may be.
4. Achieve a range of affordable housing and support options that maintain the integrity of self directed supports.

The remodelling activity will aim to improve life opportunities and maintain a range of affordable models of support and the review of the

in house Supported Living provision will reflect these intentions.

The Remodelling Team have however noted that there are risks within the existing model of supported living that impact on choice, particularly in relation to vacancies and voids.

The planned activity however will aim to address these risks and seek to minimise the impact of the model on choice and control, thus reducing the impact of any perceived inequality.

Consideration will also need to be given to any changes to housing benefit and how this may influence the way vacancies will be looked at by district councils.

Other proposals which will impact on this proposal include the review of Supporting People, Telecare and the integration of health & social care

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Continuing with the Original Proposal as this will identify any issues which arise as a result of the review, these will then be considered.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

1. Families and individual tenants who have been in receipt of support from the in house ADS Domiciliary Service (for over 20 years in some cases, when they were resettlement from the long stay hospitals) may not wish to move their support over to an external provider. Removing their choice to stay with the in house provider may prove problematic for some families.
2. The savings can only be made following the successful re-tendering of identified tenancies, which is dependent upon external providers being willing and able to deliver the required support within the level of the individual budgets of the tenants.

The above factors identified in 1. will be addressed in each tenancy with tenants and their relatives during the review process when their choices regarding future care and support will be discussed in detail. In regards to 2. detailed discussions will take place with all potential providers facilitated by LCC Commissioners and Contracts

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The context of this project is that it will run in parallel to the Supported Accommodation Review led by Commissioners and PSC, the Review of the LD Provider Framework and the work to generate FACE assessments of all 320 individual tenants, under the direction of PSC. This project will be very complicated as it will impact on 320 tenants, their families and approximately 820 overall staff within the current provider service, as well as several Housing Associations.

The level of financial savings required by the Council means that consideration must be given to reducing in house supports for people with more moderate needs, especially as there are other external providers who can offer a similar quality service at a more competitive rate. It is essential that this review of in house Supported Living is

undertaken in parallel with a similar review of external provision under the 'Remodelling of Supported Accommodation Proposal', as there will be common issues raised within both projects which need to be considered together in order to develop a cohesive overall strategy for the future of all people with learning disabilities who live in supported accommodation across Lancashire.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

To continue to review the needs of all 320 tenants within the in house Domiciliary Service in order to determine their social care needs and the level of individual budget to be made available to meet these needs. This will then lead to a review of the current supported living arrangements and whether the tenants can be supported by other providers who can offer a good quality service at a more competitive rate

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Project Board
Customer Feedback
Person Centred Reviews
Feedback from:
 PSC Review Team
 Commissioners
 Contracts
 External Providers
 LCC Shared Lives Service

Equality Analysis Prepared By Heather Bryan
Position/Role Service Improvement & Modernisation Officer
Equality Analysis Endorsed by Line Manager and/or Chief Officer Mary Lawrenson
Decision Signed Off By Steve Gross
Cabinet Member/Chief Officer or SMT Member

Please remember to ensure the Equality Decision Making Analysis is submitted with the decision-making report and a copy is retained with other papers relating to the decision.

Where specific actions are identified as part of the Analysis please ensure that an EAP001 form is completed and forwarded to your Directorate's contact in the Equality and Cohesion Team.

Directorate contacts in the Equality & Cohesion Team are:

Karen Beaumont – Equality & Cohesion Manager

Karen.beaumont@lancashire.gov.uk

Contact for Adult & Community Services Directorate

Jeanette Binns – Equality & Cohesion Manager

Jeanette.binns@lancashire.gov.uk

Contact for Environment Directorate, Lancashire County Commercial Group and One Connect Limited

Saulo Cwerner – Equality & Cohesion Manager

Saulo.cwerner@lancashire.gov.uk

Contact for Children & Young Peoples Directorate

Pam Smith – Equality & Cohesion Manager

Pam.smith@lancashire.gov.uk

Contact for Office of the Chief Executive and the County Treasurer's Directorate

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

Directorate	Type	Number	Live/Active
ACS	DPO	607	1

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

Scope

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

Expected Outcomes

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

What Will Be Different?

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

What Savings can be achieved?

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

Invest to Save: Downsize reserve

Access required to downsize reserve?

No

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic?
Further information is available at this link:

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

Yes

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

Yes

Financial Analysis: (discrete annual savings)

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

Equality Analysis

607 - Arts Development Service

Name/Nature of the Decision

Reduction of £20k in the amount of arts funding available to up to 16 arts organisations in Lancashire as a result of the 10% challenge

What in summary is the proposal being considered?

A reduction of £20k arts budget available to arts organisations in grant funding 2014 – 2015 – a description of the organisations that will be affected is provided in the following section.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The organisations which potentially could be affected are those which receive grant funding at the moment. All of these organisations contribute to the health and community/social cohesion agendas in differing amounts:

Burnley Youth Theatre (Burnley)

BYT has key ambitions relating to its capital programme and an increasing touring theatre. Based in an area of high deprivation in Burnley, it is a key community resource for young people in the area

Dukes Theatre (Lancaster)

The Dukes commissions and creates its own professional theatre productions, presents visiting work, is an independent cinema and acts as a creative centre for young people. Without LCC funding, the Dukes will find it difficult to survive

Folkus

Folkus help fund folk music education sessions and a variety of folk inspired entertainment for communities in Lancashire

Green Close Studios

Green Close Studios engage with local communities and visitors to create performance and participatory cultural events

Horse and Bamboo (Rossendale)

Horse and Bamboo produce and present quality theatre in East Lancashire venues and beyond. They are working with the Asian heritage community in Haslingden at the moment on a project named "Different Moons"

In Certain Places (Preston)

This is a partnership between UCLAN and Preston City Council – it explores the roles of artists within regeneration schemes and how they can contribute to the creation of vibrant and engaging places

In Situ (Pendle)

Based in Brierfield Library – their vision is to bring art into the mix of the existing culture and environment of Pendle

Lancaster Arts Partnership

This has been the driving force behind "Light Up Lancaster" – important to the aim of the City to be a tourist destination

LICA (Lancaster)

Located on the campus of Lancaster University, Live at LICA, develop and deliver high quality contemporary dance, theatre, music and visual art for the city and the region

Litfest (Lancaster)

Showcases international, emerging and local authors

Ludus Dance (Lancaster)

A leading dance development organisation offering an inclusive approach to inspiring and engaging people through dance

Mid pennine Arts (Burnley)

A commissioning agency underpinned by community engagement and creative learning activities.

More Music (Morecambe)

More Music is a music and educational charity based in Morecambe – delivering a mix of workshops, training, performances and festivals.

Spot On Rural Touring

Rural touring network which enables isolated and rural communities enjoy cultural activity on their doorstep

They Eat Culture (Preston)

TEC main aim is to develop the city of Preston as an open to all cultural venue

This is a range of organisations which cover geographically Lancashire as a whole

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Yes – some of the organisations affected represent groups from the list of protected characteristics

The work of the organisations listed needs to fulfil a number of criteria in order to be awarded grant funding from the County Council. This includes

Social impact - New work commissioned; Number of participants
/workshops/audience

Economic impact – artists employed; artists days employed; volunteers; employment development sessions

The risks to the County Council have been identified as follows:

1. Implementation of the proposal may affect the reputation of LCC and relationships with the Arts Council and other arts organisations and funders.
2. Reduction of grant funding to arts organisations in Lancashire may increasingly jeopardise their ability to draw down funding from other bodies, particularly the Arts Council
3. The reduction of LCC support for arts organisations may jeopardise the delivery of the existing level of arts provision
4. The Arts Development team is not a direct delivery team. The risk to performance and delivery will be the loss of advocacy skills on behalf of arts

organisations within Lancashire.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

The number of people reached with protected characteristics in 2012 were:

Age 65+ - 72,947

BME – 4,421

Disability – 1,990

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision?
Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

As the delivery is via third party organisations and their allocation of funds will not be decided until Spring 2014 it is difficult to consult on proposals when they are unknown at the moment. Discussions with the Arts organisations are ongoing

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so?
Please identify any findings and how they might be addressed.

Proposals could potentially have a negative impact on access to positive activities that have a beneficial effect on people's health and well being

Question 4 – Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Difficult to say as proportion is not yet decided /agreed/proposed, however LCC are also proposing a reduction in total of £500,000 in 2014/15 in the Central Gateway Grants Scheme, Local Initiative Fund and Local Member Grants Scheme budgets. The proposed cuts would mean a reduction of funds by 35% to the three schemes which provide much needed support to voluntary, community and faith organisations all across Lancashire.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

No changes planned apart from those identified in question 6.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

We will prioritise applications from arts organisations which specifically include proposals to work with people with protected characteristics

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

£20k is a small proportion of the arts budget (5%) and so with the above mitigation should have limited effect

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

Arts funding to be reduced by £20k in 2014 - 2015

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Collect and analyse figures at the end of the year – June 2015 with specific attention to the protected characteristic groups

Equality Analysis Prepared By Ann Marsh
Position/Role Cultural Services Development Manager
Equality Analysis Endorsed by Line Manager and/or Chief Officer
Decision Signed Off By
Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
ACS	DPO	609	1

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

Scope

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

Expected Outcomes

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

What Will Be Different?

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

What Savings can be achieved?

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

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

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

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

Equality Analysis

609 - Leisure Link (providing additional respite to Unpaid Carers)

Name/Nature of the Decision

To cease the Leisure Link Services to meet the identified savings plan under the Critical Challenge Programme

What in summary is the proposal being considered?

To cease the Leisure Link Service

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The decision will affect new referrals from adults with disabilities and their family carers for those who do not meet Lancashire's FACS criteria.

The service provides short term support for a maximum of 6 months 3 hrs per week (on average).

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Yes – new referrals from adults with disabilities and their family carers who wish to access the service for short term support.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

See Question 1

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

N/A

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

The decision will impact on people with disabilities and their family carers who wish to access the service but who fall outside of Lancashire's FACS criteria. This

proposal will only affect new referral to the service.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision?
Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

As part of the Critical Challenge Savings Programme, public consultation will take place in January 2014.

For people currently supported by the service it is anticipated that their package of support will not be affected as our commitment to support will have ended naturally before the service is required to cease.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so?
Please identify any findings and how they might be addressed.

The impact of this proposal will only affect people with disabilities and their family carers who wish to self refer to the service for short term supports (non FACS eligible).

Consideration has been given to the possible impact on the caring relationship as ceasing the Leisure Link Service will mean that there is a reduction in the availability of non residential respite options for people who do not meet Lancashire's FACS criteria.

The cessation of the service may also impact on wellbeing of individuals with disabilities within a 'cared for' relationship with a family member in cases where the support offered minimises an escalation of need. However the service will offer advice and guidance as to alternative offers within the local community including Help Direct and Carers Centres.

Question 4 – Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Yes – there is also a proposal to reduce the capacity of support within the in-house provider Volunteer Service which also supports people with a disability who do not meet Lancashire's FACS criteria.

This may have a detrimental impact on the overall range of offers available to people within this group but it is anticipated that this will be minimal.

Alternative Volunteer Services are also available across the county as part of the VCF Sector.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Continue with the original proposal:

The service will not have a detrimental impact on any current customers and their family carers as their packages of support will not be affected & are due to cease by 31st March 2014

Whilst the service will no longer be available to new customers as of November 2013, the service will offer assistance to families by seeking alternative offers of support from across the 3rd Sector by directing people to Help Direct and the Carers Centres.

The Critical Challenge programme will need to seek alternative sources of savings if this proposal is disregarded

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

New referrals to the service wef November 2013 will no longer be accepted and people will be advised of alternative supports available from across the 3rd and VFC Sectors with the additional support from Help Direct and Carers Centres.

For customers currently on the waiting list to be matched with a support worker, the service will continue to work with these customers but supports will only be available for a maximum of 3 months rather than the current 6 months. This will ensure that no one's support package will be terminated early should this proposal be accepted.

People currently with an active support package will be supported until the end of their agreement at which point their support package will naturally cease.

All current packages of support will cease naturally and timescales will be monitored to achieve the final cessation of the service to customers.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise.

Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The proposal to cease the Leisure Link service will generate savings for the authority in the region of £275,000

Consideration would need to be given to alternative sources of savings from within the Social Inclusion Service should this proposal not be accepted.

There will be no detrimental impact on current customers.

The impact on people seeking to access the service will be minimal as alternative support options are available from services within the 3rd and VCF Sectors across the county.

There is a risk to reputation for the authority which seeks to support carers in their role, however this is not a statutory service nor does it support people who are in most need of the Local Authorities services as customers of Leisure Link fall outside of the FACS eligibility criteria.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

It is proposed that the Leisure Link Service is ceased.

Current customers will not be detrimentally impacted by this decision and their packages of support will be maintained until they naturally come to a close.

People with disabilities and their family carers who wish to access the service will no longer be accepted as a new referral and they will be re-directed to alternative supports available from across the 3rd Sector with the support of Help Direct and Carers Centres

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Feedback from the public consultation

Customer feedback

Equality Analysis Prepared By Heather Bryan
Position/Role Service Improvement & Modernisation Officer
Equality Analysis Endorsed by Line Manager Mary Lawrenson
Decision Signed Off By Steve Gross
Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
ACS	DPO	610	1

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

Scope

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

Expected Outcomes

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

What Will Be Different?

Terms and conditions of staff affected.

What Savings can be achieved?

Financial modelling suggests approx £4.3m.

Invest to Save: Downsize reserve

Access required to downsize reserve?

No

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic?
Further information is available at this link:

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

Yes

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

Yes

Financial Analysis: (discrete annual savings)

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

Equality Analysis

610-Remodelling workforce in former NHS operated learning disability (LD) supported living schemes

Name/Nature of the Decision

Creative Support – Extension of North Lancashire Contract and Agreement to Principles of variations for North and East contracts

The Cabinet Member for Adult and Community Services is recommended to:

- (i) Note the report and agree to the recommended action;
- (ii) Recommend that the Deputy Leader of the County Council approves a waiver of Procurement Rule 6.1 of the County Council's procurement rules to enable the County Council to extend this contract for an initial two year period with the option for the County Council to extend for a further period of up to one year at the end of that period without advertising.
- (iii) Endorse negotiating principles to allow revision of the terms of the contracts between the County Council and Creative Support which will:
 - reduce the effective hourly contract price towards the local benchmark levels for Learning Disability supporting living services;
 - provide a degree of transitional funding for affected former NHS employees faced with reductions in take home pay; and
 - continue to provide funding for Creative Support's former NHS employees to retain membership of the NHS Pension Scheme,

Subject to the approval of recommendations (i) and (ii), the Deputy Leader of the County Council is asked to approve the waiving of Procurement Rule 6.1 and approve the extension of the existing contract with Creative Support for an initial two year period with the option for the County Council to extend for a further period of up to one year at the end of that period on the terms as set out in the report.

What in summary is the proposal being considered?

The County Council has had talks with Creative Support to see how it could reduce the effective hourly contract price towards the local benchmark levels for Learning Disability supporting living services in Lancashire. For Creative Support this means addressing the costly terms and conditions associated with former NHS employees who were Tupe transferred to Creative Support at the point they began to run the service.

To enable this to be managed it is proposed to extend the existing North Lancashire contract for an initial two year period, extending to January 2016 with the option for the Council to extend for a further period of up to one year at the end of that period

until January 2017. This extension will enable Creative Support to progress its modernisation programme.

Creative Support is likely to take a similar approach in its consultations and negotiations with staff and trade unions as it has done previously in other local authority areas and indeed other organisations have made comparable workforce changes in Lancashire in the last 2 years. The report therefore seeks endorsement for the County Council to take a similar line as it has done so before in supporting such workforce modernisations but looking to mitigate its impact by offering some transitional funding on pay and longer term funding in support of NHS Pensions membership.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

Service users

There are 30 people with learning disabilities supported by Creative Support in 7 households and 2 people with non 24hr supports in North Lancashire and another 13 people supported in East Lancashire affected by this decision.

It is the current users of these specific services that could experience impact, and those staff who are employed in the services.

It is anticipated that the impact of changes on existing services users will remain broadly neutral the same but with continued improvements in quality, value for money and personalisation of services in line with good practice.

Staff

It will also impact on the staff who work in these services.

The total number of staff affected is now is 77, this can be expected to reduce to 75 over the next six months with planned retirements

- Lancaster District - there are 48 former NHS staff still working in this service
- Hyndburn and Ribble Valley - there are 29 former NHS staff still working in this service

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people

- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Age

Age group affected will be people aged between i.e. 18 – 85 years approx. Within individual (small) services average age varies, but overall there is an increasingly aging population of people living in these services.

Staff will also be in this age range 18 to 65 years.

Disability

The people who use these services will all have learning disabilities in addition some people also have mental health difficulties and physical disabilities, typically these will be long term conditions.

Gender

All the services are open to both men and women. The support is delivered in shared households with the majority of people supported being male.

There are more females than males working in these former NHS posts

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

yes

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this) As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

Service Users

There are 43 people within a range of 24 hour domiciliary support services, with each person having a tenancy agreement with a housing provider and direct care support commissioned through Adult and Community Services from this care provider. The support services are referred to as 'supported living'.

The current service delivery is for people with a learning disability and a number of people also have a physical disability and or one or more long term conditions.

For people with a learning disability there is a disproportionately higher number of men assessed and receiving a service – reflecting the relative proportion of conditions leading to a learning disability which affect men more than women.

The remodelling of the service is unlikely to have a significantly disproportionate impact on either gender.

In relation to people with physical disabilities and mental health problems under 65 who seek or receive social care services there is a tendency for a greater proportion of men to be offered assessments but for a more or less equal proportion of men and women to receive services.

Table 1: Percentage by gender and disability of people offered an assessment and those receiving a service.

Service user group	Male %	Female %
Learning disability offered assessment	60.5	39.5
Learning disability receiving a service	53.3	46.7
Physical disability offered an assessment	51.4	48.6
Physical disability receiving a service	49.5	50.5
Mental health offered an assessment	56.2	43.8
Mental health receiving a service	51.4	48.6

Staff

The total number of staff affected is now is 77, this can be expected to reduce to 75 over the next six months with planned retirements

- Lancaster District - there are 48 ex-NHS staff still working in this service
- Hyndburn and Ribble Valley - there are 29 staff still working in this service

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

On the specifics of the recommendations in this report there has been no engagement with staff or service users. This will occur and be lead by Creative Support if the report is approved

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so?
Please identify any findings and how they might be addressed.

Service Users

The intention is that services will be strengthened by improved governance and contracting. Individuals supported by the service will have clarity regarding the real cost associated with meeting their needs. Improved participation and integration into community life is a key goal of this support service. Within that overall change process, some individuals may experience the prospect of changes to the services they use as a source of anxiety and so consultation and communication must be sensitive and effective to avoid. However it should be noted that people currently supported will not experience any significant remodelling to service delivery and therefore no adverse impact is anticipated.

Staff

For the staff affected, changes to their employment will only occur after appropriate consultation with trade unions and will follow agreed workforce agreements and legal frameworks. Any particular adverse impact that is identified for any individual or groups will be considered at that stage. However the end point of any consultation and negotiation process on this matter is likely to be reduced take home pay for staff who were formerly working for the NHS and were transferred across to Creative Support under TUPE. The potential reductions are very significant and so time and financial support to adjust will be important. For older employees in particular the commitment to ensure their NHS pensions will be protected will be important.

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they

could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Service Users

Will be supported to develop a better understanding of the cost of their care with support plans breaking down the costs of share and individual support. If the cabinet item is approved people supported in the service will be able to compare the cost and quality of supports available across Lancashire. This should be positive overall

Staff

Staff affected will be faced with reduction in their take home pay at a time when other economic and welfare benefit pressures are impacting very negatively on many people's household budgets

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Overall the proposals will maintain agreed levels of support for individuals service users i.e. people with learning disabilities. The agreed levels of support are determined by the individual assessments of need.

For staff, consultations about the proposals will go ahead if the cabinet report is approved. This will share openly the proposed changes to the cost of support for individual service users and the changes to the take home pay for staff. These consultations and negotiations will be lead by Creative Support, but the report's recommendations leaves some flexibility for the County Council as to how it responds to the request for transitional financial support in the light of representations from the workforce.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

For staff affected by the changes at these two services following the normal workforce agreements on consultation etc should help identify any further mitigating factors to assist individuals affected. The negotiating principles that are being suggested should leave room to respond to concerns about the scale of the reductions by agreeing timescales for implementation and securing continued NHS Pensions membership.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

Service Users

Overall the current service users of these services should continue to experience improvements in their support plans. However a small number of people currently using the two services may experience some anxiety about the proposals and how it will affect them.

Staff

Staff are very likely to be anxious and unhappy about the prospects of changes. For almost all of them this will mean adjusting to a new set of terms and conditions which will significantly reduce take home pay and offer less generous conditions than those that they have inherited from their previous NHS employment.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

The final proposal remains the same as originally stated

People affected will be those who are supported by the service and those will be people with learning disabilities, but adverse impact will not be significant.

Former NHS staff will be very affected by the proposals and for them the impact will be significant and detrimental in terms of their terms and conditions.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

If this item is approved, it will lead to further consultations with staff and service users and other stakeholders to be lead by Creative Support.

Final agreement to any final proposals will be subject to sign off via contract variations between Creative Support and the County Council, so we will have a clear understanding of the final position before any deal is struck.

Equality Analysis Prepared By **Tony Pounder**

Position/Role **Head of Commissioning**

Equality Analysis Endorsed by Line Manager and/or Chief Officer

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
ACS	DPO	611	1

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

Scope

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

Expected Outcomes

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

What Will Be Different?

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

What Savings can be achieved?

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

Invest to Save: Downsize reserve

Access required to downsize reserve?

No

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic?
Further information is available at this link:

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

No

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

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			0.300	0.300	0.400		1.000

		---	0.300	0.300	0.400	---	1.000

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

Directorate	Type	Number	Live/Active
ACS	DPO	612	1

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

Scope

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

Expected Outcomes

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

What Will Be Different?

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

What Savings can be achieved?

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

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

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

		---	0.100	0.150	0.150	0.150	0.550

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

Directorate	Type	Number	Live/Active
CYP	DPO	702	1

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

Scope

The review will focus on all aspects of the Service including:

- Senior and Operational Management arrangements;
- Young People's Service (YPS) policy development and fieldwork support;
- Service delivery with young people and families;
- Premises utilisation;
- Fleet arrangements;
- Operational support from central teams;
- Support to and collaborative working with outside agencies.

Expected Outcomes

Alternative Service management, support and delivery arrangements.
Identification of budget headings for savings.

What Will Be Different?

Restructured service delivery, both locations and number of days/evenings.
Revised staffing structure and establishment, both posts and Full Time Equivalents.
Changed arrangements with outside agencies and partners.

What Savings can be achieved?

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

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
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CYP	Gross project saving		0.600	1.000	1.400		3.000

		---	0.600	1.000	1.400	---	3.000

Equality Analysis

702 – Youth Services

Name/Nature of the Decision

The restructuring of the Young People's Service, in order to achieve its Budget Savings targets

What in summary is the proposal being considered?

The county council proposes to reduce the Young People's Service core budget by £3m to £9m over the next 3 financial years; this will require a complete restructuring of the Service.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

Although Service provision in all Districts will be reduced, this will be based on comparative need, so some areas will be affected more than others.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Yes

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

Young People aged 13-19 (25 for those with additional support needs)

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

N/A

Question 1 –Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

The Service's age range is 13-19 (25 for those with additional support needs) – reductions in provision will therefore impact on younger people.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision?
Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

No engagement has taken place as yet. The Service is in the process of drawing up principles to underpin outline proposals, for consideration by senior officers and elected members. When the budget saving total is confirmed, including by how much in each of the three financial years, detailed proposals will be drawn up.

A full consultation process will then be undertaken, incorporating the views of young people, Service staff, other Directorate Services and partner agencies, Trade Unions, District and local communities likely to be affected by premises withdrawals.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so?
Please identify any findings and how they might be addressed.

The level of budget savings to be met will require a withdrawal of service provision.

The Service will not be able to maintain current levels in the Districts. However, as retained provision will be focussed on groups and individuals most in need of support and access to activities/programmes, the proportion of work with targeted young people will increase.

Care will be taken to ensure that proposals and in due course decisions do not discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly.

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

This is not known at this stage – we will undertake this analysis when the full impact of the forthcoming budget reductions across the county council is known.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

We are still at the initial proposals development stage.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

In drawing up initial and in due course final proposals, targeted groups (such as BME young people, those with additional needs) and communities (such as high ranked Super Output Areas in Districts) will be prioritised, as far as it is practicable.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The need for budget savings will require a full Service restructure, with wide spread withdrawal of provision.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

Final proposals will be drawn up and circulated once the feedback from the planned consultation process has been analysed.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The process will be monitored during the restructuring process and at the end of the financial year following the conclusion of the process.

Equality Analysis Prepared By John Gordon

Position/Role Head of Integrated and Targeted Support for Young People

Equality Analysis Endorsed by Line Manager and/or Chief Officer

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
CYP	DPO	703	1

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

Scope

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

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

Other areas of scope within mainstream home to school transport policy

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

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

Expected Outcomes

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

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

What Will Be Different?

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

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

What Savings can be achieved?

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

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

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

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			0.414	0.482	0.041	0.020	1.159

		---	0.414	0.482	0.041	0.020	1.159

Equality Analysis

703-Discretionary Mainstream Home to School Transport (including unsuitable routes)

Name/Nature of the Decision

Review of Home to Mainstream School Transport Policy

What in summary is the proposal being considered?

There are a number of elements to the proposed policy changes in relation to the discretionary (non-statutory) elements of home to mainstream school transport provision. It is proposed that the changes will impact on all pupils that fall within the categories below apart from those from families on low income:

- To increase the costs of **discretionary** transport to faith schools from £380 to £475 per year;

- To increase the fares and season ticket costs by up to 25% for other groups of **non-statutory** travellers that use capacity on local authority contracted vehicles;
- To introduce/increase the charge for amended/replacement bus passes;
- To alter modes of transport for getting children to the nearest bus stops in rural areas; and
- To cease to provide other **discretionary** elements of home to mainstream school transport apart from in very specific circumstances.

The changes will impact from September 2014 except where the change may impact on parental preference for schools, in which cases the change will be effective from September 2015. The Cabinet Member Report entitled ' Review of Home to Mainstream School Transport Policy' dated 10 October 2013 provides more details.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The proposal is County wide. Certain families with school age children will be affected.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Yes

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

The proposals will impact on families with school age children who are not entitled to statutory transport provision to school but would receive discretionary transport assistance under current policy. It is estimated that this will impact on around 8,750 children out of 153,300 school age children when fully implemented i.e. 5.7% of the school age population. One of the largest of the above groups is those children that attend a faith school where there is no statutory entitlement to school transport assistance. Not all children that attend faith schools do so because of their parents' religion or belief. It is estimated that around 2,700 secondary age children will be impacted and a small number of primary age children, once the proposal is fully implemented. The 2,700 children referred to are those children that attend faith schools with no statutory entitlement to travel because there is a nearer school to where they live. It will include both children who have accessed the provision under the faith criterion in the admission arrangements and other children that have been admitted under other criterion (siblings or distance usually) but not on faith grounds.

The religions affected are Church of England and Catholic, with very few children from other faiths.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

An on-line questionnaire via the LCC web site was made available between 21 October and 29 November 2013. Head teachers were sent a letter via the portal advising them of the consultation and asking them to refer to the consultation in any planned newsletters to parents. A total of 1,023 responses were received, 439 (43%) of which were from parents/ carers of two faith secondary schools. Given that around 8,750 children may be impacted and there are 153,300 statutory age school children in mainstream schools, the response rate was relatively low. The results of the consultation will be reported in full when the Cabinet Member makes the final decision in the February cycle (including where the responses have come from, how many, and what they said as part of the report).

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?

- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

The proposals are lawful as they relate only to the discretionary elements of transport provision which the LA is not required by statute to provide. The vast majority of individuals affected by the policy change (6,590 of the 8,750) will be impacted in financial terms. In other words, there will still be a bus service to school but it will cost considerably more than it currently does. However, fares will still be heavily subsidised by LCC and low income families are not impacted by the increased costs (or cessation of other discretions). In addition, individuals will still be able to appeal to the Student Support Appeals Committee which allows parents to make complaints; request a review of a decision around eligibility for transport assistance, or to request discretion on the grounds of special personal circumstances.

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

The proposals will impact on hard pressed families that are not defined as 'low income' families, but nevertheless are experiencing financial difficulties as a result of the recession and rising prices. This may be keenly felt if they have more than one child that is affected by the proposal. However, evidence shows that the introduction of a £380 per annum flat rate contributory charge for denominational transport in September 2011 has not had any overall impact on parental preference patterns for schools and Church schools have generally maintained, and even improved, their share of pupils even with the current downturn in the amount of pupils presenting for secondary education.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Cabinet Member for Children, Young People and Schools will make the decision on each aspect of the proposed policy changes. However, it will be recommended that the proposals should stand unchanged because:

- the County Council will still be heavily subsidising the costs of discretionary transport and, therefore, shielding parents from the full costs (many other LAs have removed discretionary transport assistance altogether);
- when charges to denominational transport were introduced it had no impact on parental preferences for faith schools, indicating that parents were prepared to pay the charge or find an alternative means of travelling to school rather than select a school closer to home;
- there is the right to appeal to Student Support Appeals Committee to hear individual cases.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

Children from low income families are not impacted by the proposed changes. There is the right to appeal to Student Support Appeals Committee to hear individual cases.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

There is a need to make significant savings to the County Council's revenue budget and a range of policy saving measures is currently being considered across all

Directorates. The proposed changes to home to mainstream school transport only affect discretionary elements and low income families are protected from the impacts. If the proposal is not implemented, savings will need to be made in other policy areas, and the negative impacts on groups of individuals sharing protective characteristics may be far greater than those identified in this area.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

The final proposal remains the same as identified in the Cabinet Member Report dated 10 October 2013 and throughout this report.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Parental preferences for admission to schools are monitored on an annual basis. Appeals to Student Support Appeals Committee are monitored regularly.

Equality Analysis Prepared By Lynn Mappin

Position/Role Head of Service: Pupil Places and Access

Equality Analysis Endorsed by Line Manager and/or Chief Officer

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
CYP	DPO	704	1

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

Scope

The Parent Partnership Service is currently located within the Business Support and Efficiency Service and formed part of a parent representation service which was originally established within Children's Integrated Services in Lancashire around 2005. The Parent Partnership Service's stated aim is;
 "To inform, assist and enable parents or carers, of children with additional needs or disabilities, to obtain the best possible educational outcomes for their child. This can be achieved by assisting parents and carers in making links between home, school, early years settings and Lancashire County Council."

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

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

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

Choice Advisors has moved away from the intended function.

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

Expected Outcomes

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

What Will Be Different?

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

What Savings can be achieved?

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

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

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

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

Equality Analysis

704 - Parent Participation and Engagement for children and young people with special educational needs and disability (SEND) and their families

Name/Nature of the Decision

Parent participation and engagement for children and young people with SEND and their families

What in summary is the proposal being considered?

To dis-establish the current Parent Partnership Service in Business Support Service and the five Parent Carer Liaison Officer posts and establish under Inclusion and Disability Support Service a 'Parent Representation and Engagement' team bringing SEN and disability together. The changes under the SEND Reforms will require all staff in the new team to:

- provide advice, support and guidance to parent/carers of children and young people with SEND in line with the requirements of the Children and Families Bill SEND reforms and the revised SEN Code of Practice (due to receive Royal Assent in early 2014);
- navigate parents through the Education Health and Care plan. EHC plans cover from 0 - 25 years of age with responsibility for 19+ being with ACS. For CYP the new team must address both education and care elements;
- assist with representation at Parent Carer Forums (currently 7, possible increase to 12);
- link to the Lancashire Carer Forum in ACS;
- update the Lancashire Local Offer, informing the relevant level of district provision and help to maintain the IT platform; and
- support parent/carers with disagreement resolution meetings and where appropriate, SEND Tribunals

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

Affects all districts.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Disability

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

Yes

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation

- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

The group of people who will be affected by this decision can be identified by two specific protected characteristics; disability and age.

- **Children and young people with SEN do less well than their peers at school and college;**

- 1.55 million pupils in England have special educational needs (18.7%) whereas 26,669 pupils aged 5-16 (16.1%) or 28,010 (16.3%) pupils aged 3-19 in Lancashire have special educational needs.
- Boys are just over two and a half times (2.64) more likely to have statements of special education needs at primary school in Lancashire; and nearly three times (2.92) more likely to have statements at secondary school in Lancashire compared to girls.
- Lancashire pupils with SEN are more likely to have higher levels of absence from school. In 2011-12, persistent absence rates for pupils with statements of SEN were 11.5% (13% Eng), compared to 3.3% (4% Eng) for pupils with no SEN.
- Lancashire pupils with SEN are more likely to be excluded from school. In 2011-12, rates of fixed rate exclusions were 6.6% of pupils with statements of SEN (8.2% Eng), compared to 1.3% for pupils with no SEN (1.4% Eng).
- At Key Stage 4, 7.7% of Lancashire pupils with statements achieved a level 2 qualification including English and maths (8.4% Eng), compared to 68.3% of pupils with no SEN in 2012 (69.2% Eng).
- At Key Stage 2, 20% of Lancashire pupils with statements achieved the expected level in both English and maths (17% Eng), compared to 92% of pupils with no SEN (91% Eng).
- In the early years, the gap in levels of development between children with SEN and those without has widened from 43 percentage points in 2008 (39 Eng) to 49 percentage points in 2012 (46 Eng).

- **Employment outcomes for people with SEN and disabilities are very poor**

- In 2011, 48% of disabled people in Lancashire were in employment, compared to 78% of non-disabled people. If 78% of disabled people were employed, this would represent 130,000 more people in employment.

- **Young people with SEN are more likely to be out of education, training and employment**

- Young people in Lancashire with SEN are more than twice as likely not to be in education, employment or training (NEET). 13% of 16 – 18 year olds with LDD were NEET between April–October 2013, compared with 6.3% of all young people. The same study also found that disabled young people are more likely to be NEET at 18 than others.
- In Lancashire, 68% of looked after children in the school population have

special educational needs (71% Eng).

- Looked after children in Lancashire are two times more likely to have special educational needs in comparison to their peers. Latest data from 2013 show that 33% of Lancashire CLA have a statement of SEN and a further 35% have SEN without a statement. Only 32% of CLA do not have any SEN of any level. At present CLA numbers are increasing which would suggest that the number of CLA with SEN is also increasing.
- **Costs to the public purse of poor outcomes for people with SEN and disabilities**
 - The National Audit Office estimated that the cost to the public purse of supporting a person with a moderate learning disability through adult life (16–64) is £2–3 million. Equipping a young person with the skills to live in semi-independent rather than fully supported housing could, in addition to quality-of-life improvements, reduce these lifetime support costs by around £1 million. Supporting one person with a learning disability into employment could, in addition to improving their independence and self-esteem, reduce lifetime costs to the public purse by around £170,000.
 - Nationally, adult care costs for those with learning difficulties and/or disabilities are second only to the costs of supporting the elderly (£5.19bn compared to £8.79bn, 2011-12).

Race/ethnicity/nationality

There is no evidence to suggest that there may be a disproportionately negative impact on persons with this protected characteristic. 81% of children with special educational needs or disabilities aged 5-16 in January 2011 were White British. Monitoring information would suggest that people from an ethnic minority background tend to be part of communities showing higher rates of deprivation.

Sex/Gender

Monitoring information from the school census of children and young people aged 5-16 taken in January 2011 illustrates that 71% of pupils with a statement of special educational need are male compared to 29% female. This may suggest that there could be a disproportionately negative affect on the long term prospects of male children and young people with a special educational need and thereby the type of support parents may seek through this approach.

The service does not anticipate any negative impact on the grounds of this protected characteristic in relation to the introduction of the transport banding system.

Religion/belief

We do not consistently collect data on the religion of parents who attend parent events or seek support and so are unable to assess the impact of these proposals on persons with this protected characteristic. There is no evidence to suggest that there may be a disproportionately negative impact on people with different religious beliefs or with no religious belief.

Sexual orientation

We have no information on the numbers or proportion of Lesbian, Gay, Bisexual (LGB) communities likely to be affected by revisions to the parent participation and engagement approach. There is no evidence to suggest that there may be a disproportionately negative impact on persons with this protected characteristic.

Gender Reassignment

We have no information on the numbers or proportion of Trans communities likely to

be affected by revisions to the parent participation and engagement approach. There is no evidence to suggest that there may be a disproportionately negative impact on persons with this protected characteristic.

Marriage or civil partnership status

There is no evidence to suggest that there may be a disproportionately negative impact on persons with this protected characteristic.

Women who are pregnant or on maternity leave

Information on numbers of learners who are pregnant is not collected. There is no evidence to suggest that there may be a disproportionately negative impact on persons with this protected characteristic

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

This document relates to the initial proposals outlined above and as such, the service is at the beginning of the engagement process.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?

- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

Population figures imply that there is a higher level of children and young people with special educational needs and disabilities in the known areas of deprivation across Lancashire; Burnley, Hyndburn, Pendle, Rossendale and Wyre. The areas with least deprivation, Ribble Valley and Fylde have the lowest levels of children and young people with special educational needs and disabilities. This supports national statistics that children and young people with SEND tend to come from low income families.

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

The Welfare Reform Bill proposes a series of changes to the benefits system that include the introduction of universal credit and an overall benefit cap. This could result in changes or reductions in the amount of benefit that families receive increasing the financial difficulty that would be faced by families in having the capacity and means to seek parental support for their child or to access parent events/meetings.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

The service is currently at the beginning of the process and, as such, is continuing with the original proposal. A meeting has already taken place with staff affected by the potential changes and work has commenced on identifying what we MUST-SHOULD-COULD and WONT do in relation to parent support and engagement in

future and in line with the major SEND legislative changes. Discussions are ongoing.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

The service is currently at the beginning of this process and consultation with staff and parents of CYP with SEND attending Lancashire Parent carer Forum or in receipt of Parent Partnership support will be consulted as part of this process.

Feedback from the consultation in general will help to inform additional mitigating actions that can be introduced to lessen any adverse impact of these proposals.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

There is a need to take some efficiency savings in this area upto £78k.

The new SEND Reforms have also signalled a significant change in the way that support and advice is given to parent/carers through the establishment of key working within the entire range of special educational needs but also social care and health support. Thus none of the current roles (PPOs, PCLOs nor Choice advisers), possess the full range of requisite skills to cover the new reforms and expectations.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

As we are at the beginning of this process there have been no changes to the initial proposals. However, there is the possibility of changes to the proposals following evidence gathered as part of the consultation process. This analysis will be reviewed during and at the conclusion of the proposed consultation.

The working proposal however is to dis-establish the current Parent Partnership Service roles and the Parent Carer Liaison Officer roles and their associated infrastructure and establish a single system of support and advice to parent carers on the full range of SEN and disability issues.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

We are at the very early stages of this work and consultation will be required with staff affected and also with parent/carers to ensure their views are included in co-designing and co-producing the new approach to parent participation and engagement.

During this time the service will be seeking to identify the full effects of the proposals through a series of consultation exercises. The outcomes of the consultation will be recorded and the equality analysis will be updated with the appropriate evidence which will help to inform the final proposals

Equality Analysis Prepared By Sally Riley

Position/Role – Head of Inclusion and Disability Support Service

Equality Analysis Endorsed by Line Manager and/or Chief Officer

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
CYP	DPO	705	1

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

Scope

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

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

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

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

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

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

The points to note within the charging policy are that;

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

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

Expected Outcomes

A reduction in SEND transport costs.

What Will Be Different?

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

What Savings can be achieved?

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

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

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

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

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

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

Invest to Save: Downsize reserve

Access required to downsize reserve?

No

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

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

Further information is available at this

link:

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

Yes

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

Yes

Financial Analysis: (discrete annual savings)

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

		---	0.088	0.096	0.096	---	0.280

Equality Analysis

705 - Charging for post 16 Special Educational Needs and Disabilities (SEND) transport

Name/Nature of the Decision

Changes to the Home to School Transport Policy for Children and Young People with Special Educational Needs and Disabilities.

What in summary is the proposal being considered?

It is proposed to amend the Home to School Transport Policy for children and young people with special educational needs and disabilities (SEND) to include;

- A contributory charge for post 16 SEND transport to be introduced at £475
- thereafter, from September 2015 onwards, the contributory charge to be increased at a rate reflective of the Retail Price Index plus 2%.

1.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

Affects all districts.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Disability

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

Yes

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

The group of people who will be affected by this decision can be identified by two specific protected characteristics; disability and age.

Typically, the transport policy for children and young people with SEND affects

people aged 5 to 21 who have special educational needs and/or disabilities and are entitled to receive transport support.

Although the pupils are referred to as SEND there are two distinct groups; special educational needs (SEN) and disability (D) and a pupil who has special educational needs may, or may not, also have a disability.

Those learners who will be affected by the proposal to introduce a flat rate charge for post 16 SEND transport support average between 450 to 520 students at any one time. All of this group will be subject to a charge for receipt of transport support to school or college.

Statistics illustrate a large gap between the attainment of pupils with Statement of Special Educational Need and other pupils. In 2009 Lancashire had a slightly smaller gap than that seen nationally at Key Stage 4 but this was still a significant 45.6%. During 2010 this gap widened in Lancashire to 47%.

This contributes to the fact that young people with learning difficulties and/or disabilities are twice as likely to be not in education, training or employment (NEET) as those without. In the current economic climate the opportunities in the employment market for young people with learning difficulties and/or disabilities are likely to reduce further.

Often parents are on benefits due to full time carer responsibilities so the impact of these proposals is mitigated by the introduction of an exemption for families with low incomes.

Individuals who share other protected characteristics have been considered as follows;

Race/ethnicity/nationality

There is no evidence to suggest that there may be a disproportionately negative impact on persons with this protected characteristic. 81% of children with special educational needs or disabilities aged 5-16 in January 2011 were White British. Monitoring information would suggest that people from an ethnic minority background tend to be part of communities showing higher rates of deprivation. Consequently, post 16 learners from an ethnic minority background may be more likely to incur the reduced charge applicable to learners from families on qualifying benefits.

Sex/Gender

Monitoring information from the school census of children and young people aged 5-16 taken in January 2011 illustrates that 71% of pupils with a statement of special educational need are male compared to 29% female. This may suggest that there could be a disproportionately negative affect on the long term prospects of male children and young people with a special educational need who may be discouraged from attending post 16 learning due to the associated transport costs.

The service does not anticipate any negative impact on the grounds of this protected characteristic in relation to the introduction of the transport banding system.

Religion/belief

We do not consistently collect data on the religion of learners who access SEND transport support and so are unable to assess the impact of these proposals on persons with this protected characteristic. There is no evidence to suggest that there

may be a disproportionately negative impact on people with different religious beliefs or with no religious belief.

Sexual orientation

We have no information on the numbers or proportion of Lesbian, Gay, Bisexual (LGB) communities likely to be affected by revisions to the SEND Home to School Transport Policy. There is no evidence to suggest that there may be a disproportionately negative impact on persons with this protected characteristic.

Gender Reassignment

We have no information on the numbers or proportion of Trans communities likely to be affected by revisions to the SEND Home to School Transport Policy. There is no evidence to suggest that there may be a disproportionately negative impact on persons with this protected characteristic.

Marriage or civil partnership status

There is no evidence to suggest that there may be a disproportionately negative impact on persons with this protected characteristic. The proposed changes to the banding framework applies to all learners aged 5-24, with the vast majority aged pre 16. Those learners aged 16+ in receipt of transport support account for approximately 450 to 520 of the young people in receipt of transport support at any one time.

Women who are pregnant or on maternity leave

Information on numbers of learners who are pregnant is not collected. There is no evidence to suggest that there may be a disproportionately negative impact on persons with this protected characteristic

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

This document relates to the initial proposals outlined above and as such, the service is at the beginning of the engagement process. The consultation to be held from 03 February to 25 April 2014 will produce significant further evidence of the impact of these proposals.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

The proposals for change apply to the transport policy for children and young people with special educational needs and disabilities thus affecting those children and young people with SEND aged 5 to 24.

The proposal to introduce a flat rate charge for post 16 SEND learners will affect all those young people aged 16 to 19 who opt to continue in education.

The number of post 16 SEND learners who receive transport support is between 450 to 520 at any one time, all of whom, under the new proposals will be subject to a charge for receipt of transport support.

A benchmarking exercise with other local authorities has also been conducted to review the charging policies of other local authorities for this group of learners.

In addition to the impact felt by the young person any impact will also be felt across the family who, in the majority of cases, will be financially supporting the young person at this stage of their education.

Some families will struggle financially to meet the charge, juggling limited family finances to ensure that their child can attend further education. In the current economic climate many families have been affected by job losses and/or a general reduction in household income which will exacerbate their ability to find the money to meet the proposed charge.

Population figures imply that there is a higher level of children and young people with special educational needs and disabilities in the known areas of deprivation across Lancashire; Burnley, Hyndburn, Pendle, Rossendale and Wyre. The areas with least deprivation, Ribble Valley and Fylde have the lowest levels of children and young people with special educational needs and disabilities. This supports national statistics that children and young people with SEND tend to come from low income families.

Often the parents are on benefits due to full time carer responsibilities so the impact of these proposals is mitigated by the proposal to apply an exemption for families on

qualifying benefits.

For those families where the young person continues to enter the further education system families may choose to utilise the public transport network rather than pay the required contribution, particularly where the young person has moderate learning difficulties.

This would result in a young person having to walk to a local bus stop and develop the skills required to navigate the public transport network.

Learners in possession of a Blind and Disabled Person Nowcard who are able to access the local bus network would fall under the concessionary scheme and would be eligible to travel free after 9.30am on weekdays, and for a heavily subsidised flat rate before 9.30am. However, they may not be able to access public transport vehicles, particularly if low floor vehicles are not used or are used inconsistently.

Whilst a developing independence is encouraged it is noted that there is evidence of harassment of SEND young people when travelling on public transport. The Council mitigates this impact through a range of safer travel initiatives delivered through the safer travel unit in conjunction with local bus operators.

There is the possibility that the introduction of charges could deter learners from participating in further education altogether.

There is a large gap between the attainment of pupils with a statement of special educational need and other pupils. In 2011 the gap between achievement of 5 GCSE's A* - C between these two groups was 52.2%.

Young people with learning difficulties and/or disabilities are twice as likely to be not in education, training or employment (NEET) as those without. In the current economic climate youth unemployment is expected to rise which can intensify the lack of employment prospects for young people with SEND, particularly if they have not progressed through the further education system.

The ability to access further education can lead to positive outcomes for young people with learning difficulties and/or disabilities supporting them to develop skills and aptitudes to go into sustainable employment and participate in their community.

Failure to achieve a positive outcome can result in isolation, depression and longer term poor health leading to a long term dependency on the benefit system.

If some SEND learners are deterred from entering into further post 16 learning as a result of the proposal to introduce charges this may have a significant long term impact on their health, wellbeing and quality of life.

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they

could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

The Welfare Reform Bill proposes a series of changes to the benefits system that include the introduction of universal credit and an overall benefit cap. This could result in changes or reductions in the amount of benefit that families receive increasing the financial difficulty that would be faced by families incurring the charge for transport support.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

The service is currently at the beginning of the process and, as such, is continuing with the original proposal. However, a comprehensive consultation will be held between 03 February and 25 April 2014 which will produce significant further evidence. Following a review of the consultation findings there is the possibility of change to the initial proposals.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

It is considered that the adverse effects of the proposed changes will be most keenly felt by those young people with SEND, and their families, who wish to enter further education and require transport support. Under these proposals this group of people will be required to pay a charge as a contribution to their transport support.

In mitigation the proposals take into account the impact of these charges on lower income families and include an exemption for families who are in receipt of qualifying benefits.

It is acknowledged that some families may still find it difficult to pay the charge upfront and therefore arrangements will be made to enable families to spread the

costs over the year and pay by monthly instalments.

The service will proactively promote the Blind and Disabled Persons Nowcard where a learner is able to access the local bus network and is eligible for free travel after 9.30am on weekdays and for a flat rate before 9.30am. The service will also enter into discussions with local further education providers to influence the impact of the disjointed nature of college timetables on the individual learner and their transport needs. All too frequently, local colleges provide courses for limited hourly sessions over the course of a week resulting in personalised taxi transport on each separate occasion. The Council will work to influence colleges to develop timetables that take transport issues into consideration.

As previously noted, families just above the threshold for qualifying benefits may not be able to afford the charges introduced by these proposals. To mitigate against this, we will work closely with the County Council's welfare rights service to develop strategies around ensuring that such families are fully aware of the welfare benefits for which they are eligible and to maximise the take up of benefits.

The service is currently at the beginning of this process and a comprehensive consultation is due to be held from 03 February to 25 April 2014. As part of this consultation an exercise will be conducted to identify the impact of the proposals on a sample group of families. Feedback from this exercise and from the consultation in general will help to inform additional mitigating actions that can be introduced to lessen any adverse impact of these proposals.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The proposal to introduce a contribution towards the transport support provided to post 16 SEND students will produce annual budget savings of approximately £329,000 compared against a current annual expenditure of c£2.7 million.

The introduction of charges will have a negative impact on all the post 16 learners and their families who currently benefit from free transport to and from school/college who will be required to find the funds to meet the necessary contribution.

This impact will be felt, more specifically, by those families with a low income for whom the charge may not be affordable.

The introduction of the charges may result in some young people with SEND accessing the public bus network to travel to school or college which has its benefits in relation to developing a greater sense of independence and participation in public life. It can, however, also result in a young person with SEND being the subject of harassment and victimisation.

Further education has been proven to improve the outcomes for learners with learning difficulties and/or disabilities, supporting them to develop the skills and aptitudes to go into sustainable employment and participate in their community. Most significantly, the introduction of means tested charges for post 16 SEND students may deter families from encouraging participation in further education impacting on the long term opportunities and life chances of these young people.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

As we are at the beginning of this process there have been no changes to the initial proposals. However, there is the possibility of changes to the proposals following evidence gathered as part of the consultation process. This analysis will be reviewed during and at the conclusion of the proposed consultation.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The service will be conducting a comprehensive consultation with children and young people with SEND, their families and with the Parent/Carer forum from 03 February to 25 April 2014.

During that time the service will be seeking to identify the full effects of the proposals through a series of consultation exercises including direct contact with the families affected. The outcomes of the consultation will be recorded and the equality analysis will be updated with the appropriate evidence which will help to inform the final proposals.

Equality Analysis Prepared By Helen Green

Position/Role Service Compliance Manager

Equality Analysis Endorsed by Line Manager and/or Chief Officer Sally Riley

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
CYP	DPO	707	1

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

Scope

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

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

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

Expected Outcomes

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

What Will Be Different?

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

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

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

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

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

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

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

What Savings can be achieved?

This policy option is concerned with income generation.

Significant efficiencies have been made in recent years including:

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

which maximise the opportunities to generate income from a service.

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

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

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

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

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

			0.063	---	---	---	0.063

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

Directorate	Type	Number	Live/Active
CYP	DPO	708	1

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

Scope

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

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

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

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

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

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

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

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

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

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

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

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

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

Expected Outcomes

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

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

New courses and fee increases to add to income generation.

Reduced remitted fees.

What Will Be Different?

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

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

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

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

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

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

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

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

What Savings can be achieved?

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

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

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

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

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

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
LOE	Remitted Fees		0.014	0.027			0.041
LOE	Staff			0.016			0.016
LOE	Income		0.025	0.025	0.050		0.100
		---	0.039	0.068	0.050	---	0.157

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

Directorate	Type	Number	Live/Active
CYP	DPO	709	1

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

Scope

Analysis of school improvement service – what schools fund, what Forum funds and what the Local Authority (LA) funds.

Review methods of delivery for example Education Welfare Officers (EWO) devolution to primaries can it be provided via a different route, charge schools for Court Officer time.

Prioritise resources.

2013/14 Work with schools to prepare for the movement of a large number of school improvement support activities to a traded offer.

2014/15 The great majority of activities to support schools and raise achievement become traded : support for behaviour in schools is reduced : the development of IT solutions to improve traded products are met from the traded income.

2015/16 Behaviour support is further reduced and racist incident monitoring ceases.

2016/17 Behaviour Support services cease.

Expected Outcomes

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

What Will Be Different?

Certain functions will be reduced with a increases in trading in a few areas.

What Savings can be achieved?

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

Invest to Save: Downsize reserve

Access required to downsize reserve?

No

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic?
Further information is available at this link:

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

No

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

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

		---	0.025	0.119	0.088	---	0.232

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

Directorate	Type	Number	Live/Active
CYP	DPO	710	1

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

Scope

Strand 1:
Remove or offer as a traded service some non-statutory functions. This could include current training courses offered free of charge, and participation in partnership meetings, school meetings such as governor meetings, new parents' evenings etc. This could be delivered without significant impact on functions we must provide as these reduced commitments would allow the remaining staff to cover those functions adequately.

Strand 2:
Reorganise/restructure service to reduce staffing costs. This saving would require staff to move to term time only and a restructure. For this reason this saving is initially projected over two years but work is underway to see if it can be advanced.

Strand 3:
Reduction in overall budget.

Expected Outcomes

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

What Will Be Different?

An increase in the amount of trading and reduced level of annual staffing hours.

What Savings can be achieved?

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

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

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

		---	0.065	0.099	0.031	---	0.195

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

Directorate	Type	Number	Live/Active
CYP	DPO	711	1

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

Scope

Review of Virtual School for Children Looked After (CLA)

- Reduction in discretionary functions which to date have led to increased and improved educational progress for Children Looked After

This could be compensated by:

- * From April 2013 all schools will receive £900 Pupil Premium for every CLA (increasing to £1900 from April 2014). New OFSTED criteria indicate that schools will be accountable for how this funding is utilised to improve education for CLA

- * Lancashire schools receive £1200-£1500 within the school funding formula for every CLA

- * All schools are responsible for providing support (the first £10,000) for any pupil with identified Special Educational Needs (SEN)

However :

- The Local Authority (LA) via the Virtual School for CLA must provide bursaries for all CLA accepted on Higher Education Courses

- We are committed to the Children in Care Council for next 2 years

- * Review of Virtual School / Local Authority Roles and Responsibilities: - Possible saving of the role or number of Educational Consultants (currently 4) i.e. monitoring and tracking, training for schools, foster carers etc. - could be undertaken by Advisers. The LA is responsible for collecting and monitoring educational data in relation to CLA. This is an area of responsibility which could fit with an adviser's role, and is being trialled to some extent at present.

- * Quality and Continuous Improvement (QCI)/Adviser support would be essential to continue to develop effective monitoring of the educational progress of all Lancashire's CLA, in the event of the reduction/removal of Educational Consultant posts and to challenge schools via their designated teachers for CLA, to effectively promote aspirational educational targets and outcomes for Lancashire's CLA accommodated within and outside of the LA. Initially (2013-2014) an enhanced service level agreement would be beneficial. This service by the advisors would have cost and capacity implications. This cost is difficult to estimate as it would have to be based on a commission to include the monitoring and training (if included) from the advisory service, which will take longer to acquire.

- * Possible risk factor is that Advisory service is traded and this could potentially impact on the level of challenge to schools- the Educational Consultants are independent.

- Central system for collection of data.

This could support the reduction in consultants by reducing work/time required to collect a range of data. Specialist analysis of the data would still be required –i.e. Virtual School Head, consultants.

Expected Outcomes

Savings implemented from April 2014

Some impact on work of advisory service.

Reduced specialist training to groups such as foster cares/social workers – but with possibility of developing traded training to these groups.

Possible increase on proactive use of Pupil Premium within schools.

What Will Be Different?

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

What Savings can be achieved?

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

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

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

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

Equality Analysis

711 – Virtual School Review

Name/Nature of the Decision

The Restructure of Virtual School for Children looked After

What in summary is the proposal being considered?

To reduce the number of Educational Consultants employed by ACERS Virtual School for Children Looked After Team from 4 to 2 (50% reduction)

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

Currently 3 Educational Consultants each support the Children looked after and their schools within an area of Lancashire ; North, South, East and one consultant tracks Lancashire Looked After Children who are educated out of Lancashire. Currently this does not always provide equality of access as each area varies in the number of CLA.

The restructure proposal, despite a reduction in one area post, will ensure equality of access to support across the county as each consultant will cover a similar size of cohort and area. Monitoring of the education of children looked after is now sustainable via the implementation of new, effective, monitoring systems managed by upgraded Business Support Officer , and most importantly , effective support from other services to schools Therefore, targeted group will not be affected.(See below)

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

No -This decision will not impact adversely on the support available to above groups or sub groups :
Some of the responsibilities of the Virtual School Educational Consultants have been more effectively undertaken by other services :-

- All schools have a Designated Teacher for CLA promoting the education of CLA , and the Virtual School will continue to provide training for Designated Teachers for CLA in their role
- School Advisers are now monitoring the educational progress of all CLA in schools at every adviser visit, and report to the Virtual School Head teacher if required.
- Although 62% of all CLA have identified Special Educational Needs or Disability at some point in their education , all schools have now specific funding (Pupil Premium) for CLA , to ensure these

needs are met (Pupil Premium) .

-In Lancashire, the Educational Psychologist for the school ensures that any CLA's Special Educational Needs or Disability are being effectively met.

OFSTED Inspectors also monitor how the CLA Pupil Premium is effectively used within every school.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

(See above) All Lancashire children looked after, regardless all protected characteristics above, will continue to access support from the Virtual school, and other services.

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

The proposal for restructure of the Virtual school for Children Looked After will not impact negatively upon any employees /service users of the above group or sub groups due to reasons below.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision?
Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

Consultation has taken place with ACERS Head of Service and All staff on Virtual School Team for Children Looked After

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so?
Please identify any findings and how they might be addressed.

The proposal will not impact adversely on any of the above groups or sub groups. All CLA including CLA with identified SEND, are given numerous opportunities to participate in public life and to participate in any educational activity via Children in Care Council , Membership on Corporate Parenting Board .

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

No- as CLA support is the remit of other services and schools. However, this remit has been highlighted and prioritised across other Services, and protocols have been piloted . The decision will not have any adverse effects to other services, but will ensure accountability from all services and schools as Corporate Parents for Lancashire's Children Looked After

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal? NO

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Continuing with the Original Proposal – briefly explain why

Our analysis indicates that the original proposal will not impact adversely on any of the above groups or sub groups, and will improve the support available to CLA in school, and impact positively on CLA achievements and attainments. This proposal will also improve intelligence re schools accountability for providing educational support for CLA

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

None required

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

Need for budget savings will not be counter productive to any of the above groups. However the involvement , training and support of other services working with schools is a positive step to ensuring schools provide effective educational provision for all CLA

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

Proposal is for the Restructure of the Virtual School for Children looked After
None of the above groups will be detrimentally affected

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

- The proposal has been risk assessed, and piloted, to ensure the effectiveness of the restructure, and to ensure elimination of discrimination, harassment, victimisation or other unlawful conduct; to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and to foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- Virtual School will arrange monthly reviews with all other services .e.g. IDSS, CIS, and individual professionals , to monitor CLA progress
- An full restructure action plan is in place , which will be implemented monitored and reviewed on a monthly basis
- Impact and progress will be reported to DLT, DELT and the Corporate Parenting Board.

Equality Analysis Prepared By Sue Parr

Position/Role : Head of Virtual School for Children Looked After

Equality Analysis Endorsed by Line Manager and/or Chief Officer

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
CYP	DPO	712	1

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

Scope

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

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

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

Expected Outcomes

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

What Will Be Different?

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

What Savings can be achieved?

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

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

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

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

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

	Staff		0.025	1.137			1.162
	Other		1.482	0.314			1.796

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

Equality Analysis

712 – Review of Early Years Services and Responsibilities

Name/Nature of the Decision

Review of Early Years services and responsibilities

What in summary is the proposal being considered?

This proposal includes:

- 1.The cessation of Best Start funding for schools to support pupils aged 5-7 who are eligible for Free School Meals
- 2.Offering the great majority of training support and monitoring for childminders, PVI Early Years settings on a marketed basis and through self help clusters of settings as proposed by central government.
- 3.Reducing the support for Health led initiatives in Children's Centres and marketing support for Healthy Eating.
- 4.Ceasing the additional funding for Children's Centres to establish effective joint working with schools on preparing young children for school.
- 5.Cessation of the Sustainability Grant to maintain early years settings which are struggling financially on a temporary basis.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

Number 5 Cessation of the Sustainability Grant to maintain early years settings

which are struggling financially on a temporary basis.

This decision is likely to affect early years provision in some rural areas. See response from Question 1 – 9.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Yes

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Proposals 1-4.

1. The cessation of Best Start funding for schools to support pupils aged 5-7 who are eligible for Free School Meals

It is not anticipated that the proposal will impact adversely on those with protected characteristics as the pupil premium grant will more than cover the cost of the services offered through Best Start. Through Best Start schools have developed effective relationships with schools and the service offer is known to schools so they can commission support where required. Responsibility for supporting individual pupils eligible for Free School Meals to raise achievement sits with schools. The

achievement of pupil groups with protected characteristics will be monitored by the local authority and OfSTED and where there are serious concerns the local authority has powers of intervention.

2. Offering the great majority of training support and monitoring for childminders, PVI Early Years settings on a marketed basis and through self help clusters of settings as proposed by central government.

It is not anticipated that the proposal will impact adversely on those with protected characteristics as all settings will be able to access marketed support, training and cluster support. The quality of settings is monitored by OfSTED and the local authority will monitor the OfSTED inspections and ensure that Free Early Years funding is not given to settings which are judged inadequate. Any concerns raised by OfSTED relating to safeguarding will be passed to the LSCB.

3. Reducing the support for Health led initiatives in Children's Centres and marketing support for Healthy Eating.

It is expected that the services will be delivered or commissioned by Public Health with support from the Children's Centres so no impact on those with protected characteristics is anticipated. Healthy eating support will be provided on a marketed basis but many settings have already accessed this support.

4. Ceasing the additional funding for Children's Centres to establish effective joint working with schools on preparing young children for school.

It is not anticipated that this proposal will impact adversely on those with protected characteristics as the pupil premium grant will more than cover the cost of many of the services offered through the School Readiness grant for pupils in the Reception Year in school. Children's Centres will continue to link with schools in supporting vulnerable children and families and those links have been strengthened through the School Readiness programme. Responsibility for supporting individual pupils who are in Reception and eligible for Free School Meals sits with schools. The requirements of the new Early Years Foundation Stage curriculum, the clearer focus on pre-school settings preparing children for school, improved assessment and the higher expectations of OfSTED inspections are also expected to improve school readiness.

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality

- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

Some small rural communities do not have sufficient numbers of young children to make early years provision viable so they are more likely to be affected by the cessation of this grant.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

We have carried out a Childcare Sufficiency review and we believe that it is possible to provide childcare for the vast majority of families seeking it in rural and urban settings by using a range of provision including PVI settings and childminders.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that

this may involve taking steps to meet the specific needs of disabled people arising from their disabilities

- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

We do not believe that families living in rural communities will be unable to find childcare as this has not been a problem in the past and the Childcare Sufficiency review does not suggest this is the case.

This year the sustainability grant has not been fully allocated and was already reduced substantially in 2012.

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

There is a concern that the new tougher OfSTED requirements will lead to more settings being judged inadequate and if these were clustered in a locality it could create a sufficiency problem.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

We have not amended the proposal as our current monitoring indicates that current provision will meet the requirements of all communities.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

We will monitor the impact of this decision on families through the Family Information Service and consider the implications of any negative indications.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The decision has been taken in the light of the evidence that there are currently sufficient childcare places available and no evidence that rural communities have been badly hit to date by the new OfSTED inspection framework. We also noted that the demand for sustainability funding has been significantly underspent in the last two years.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

The proposal is to cease to offer sustainability funding for Early Years settings.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The impact of this proposal will be monitored by:

The Family Information Service monitoring the number of families who cannot find local childcare

The annual childcare sufficiency review

Feedback from Children's centres

Equality Analysis Prepared By A Gradwell

Position/Role Learning Improvement support lead

Equality Analysis Endorsed by Line Manager and/or Chief Officer J Hewitt Head of QCI

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
CYP	DPO	717	1

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

Scope

This project will review allowances already agreed with a view to amending the commitment previously confirmed to ensure they are in line with current the current policy. The impact on families will be closely examined.

Additional savings will be achieved with the expectation that adopters will meet the costs for some of the adoption process.

Care will be required to ensure that any changes in allowances does not result in a fall in future adoptions as this would result in increased residency costs.

Expected Outcomes

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

What Will Be Different?

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

What Savings can be achieved?

Options include:

Revisit adoption allowances and obtain further legal advice to assess the risk that would be involved in terminating payments to adopters receiving the allowance on the basis of historic arrangements and who have children placed with them who would not meet the present criteria for an adoption allowance. Further work would be required in this area. Potential savings of £70k per annum.

Cease paying settling in grant to adopters and cease to pay expenses to adopters during bridging and introduction meetings. Saving of £30k per annum.

Prospective adopters to pay for their own checks and also pay an administrative fee to cover the costs incurred by the service in obtaining statutory checks and references. Saving of £10k per annum.

Cease to pay court fees for adopters when they lodge their adoption application with the court. Saving of £2K per annum.

Review of the contract with the Independent Fostering and Adoption Panel Chair. Saving of £5K per annum.

Invest to Save: Downsize reserve

Access required to downsize reserve?

No

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

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

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

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

Equality Analysis

717 - Improve efficiency of Adoption Service

Name/Nature of the Decision

Adoption Service/Adopters taking on additional financial responsibility and addressing the balance in allocation of financial support via the adoption allowance scheme.

What in summary is the proposal being considered?

- Prospective adopters pay for own DBS checks and may in the future be required to pay an admin fee to cover the cost incurred by the service in obtaining statutory checks and references.
- The directorate will no longer pay expenses to adopters during bridging, introductions and settling in. However there is an exemptions clause for extenuating circumstances.
- The directorate will cease to pay the court lodging fee when adopters submit their application to the court.
- The service will identify areas where it may be possible statutorily for a charge to be levied.
- The service will obtain legal advice to assess the risk that would be involved in terminating payments to adopters receiving the adoption allowance on the basis of historic arrangements that would no longer be granted.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

All people across the county will be affected in a similar way there are no specific

areas likely to be affected. Service manager discretion can be used in exceptional circumstances.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

No.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Impact of this decision will affect equally and without discrimination all service users, as previously noted, in exceptional circumstances service manager discretion can be employed to ensure none of the protected characteristics are adversely affected by this decision.

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

NA

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

The service did not consider the need to implement a formal consultation process. This is because the decision is not considered to adversely impact on service users.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

No.

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

No

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

No

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

NA

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The proposal is put forward to ensure the adoption services manages its finances in a more cost effective manner. Whilst overall this will generate significant savings for the service there will be limited impact on an individual basis for adopters and children.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

The proposal remains the same, the measures the service has put in place with regards to discretion will ensure that no groups are disadvantaged.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Monitoring will take place through the following:

- The number of assessments refused because financial assistance during bridging,

introductions and settling in will not be provided.

- The number of complaints with regards to this issue received from adopters and/or other adoption agencies.
- Monitoring of children's needs being met through CLA reviews.
- Any subsequent action taken against the local authority on the basis of us not continuing to make payments within the adoption allowance scheme as had previously been agreed.

Equality Analysis Prepared By Anne-Marie Ranson

Position/Role Adoption Service Manager

Equality Analysis Endorsed by Line Manager and/or Chief Officer Stasia Osiowy

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
CYP	DPO	719	1

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

Scope

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

Expected Outcomes

A more efficient and lower cost service.

What Will Be Different?

What Savings can be achieved?

Savings include:

Re-evaluate the level of equipment that is currently provided to Foster Carers. Saving of £84k per annum.

Panel papers etc to go online, achieving savings in postage & printing costs. Saving of £31k per annum.

Change in venues for Foster Carer support groups. Saving of £20k per annum.

Invest to Save: Downsize reserve

Access required to downsize reserve?

No

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic?
Further information is available at this link:

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

Yes

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

Yes

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Fostering - various	-		0.150				0.150

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

Equality Analysis

719 - Increase efficiency in Fostering Service

Name/Nature of the Decision

Fostering Service/Decision to review payments to foster carers in order for the service to operate more efficiently.

What in summary is the proposal being considered?

- Foster carer equipment will no longer be provided to new applicants. Existing foster carers will be responsible for replacement of foster carer equipment through their boarding out allowance. In exceptional circumstances some equipment may be provided by service manager discretion on a case by case basis.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

All people across the county will be affected in a similar way there are no specific areas likely to be affected. Service manager discretion can be used in exceptional circumstances.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Yes

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

Children with disabilities occupy a small proportion of foster placements, less than 5%. Some but not all of these children will require specialist equipment, which in some cases will be provided by the health service. The impact of a foster carer being responsible for the provision of specialist equipment could potentially limit the number of foster carers prepared to look after these young people. In order to protect against this specialist equipment can still be provided by the authority at no additional cost to the carer by the service manager's authorisation.

No other group with protected characteristics would be affected.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision?
Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

The service did not consider the need to implement a formal consultation process as there will be limited impact to the service users.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so?
Please identify any findings and how they might be addressed.

Yes, the decision could impact on people with disabilities. Children with disabilities may need more specific or costly equipment than non disabled children and therefore this decision could impact on the provision of foster care for children with disabilities. In order to ensure these children are not adversely affected there is service manager discretion to be used in exceptional circumstances to still provide

equipment. This would be applied in the case of a child with a disability needing specific or more costly equipment.

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

No

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

No.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

To reiterate, service manager discretion can be applied in respect of providing equipment where necessary for children with disabilities.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The proposal is put forward to ensure the fostering services manages its finances in a more cost effective manner. Whilst overall this will generate significant savings for the service there will be limited impact on an individual basis for foster carers and children. The most significant impact would be for children with disabilities requiring specific equipment the impact of which has been minimised by the provision for discretion to be used on a case by case basis.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

The proposal remains the same, the measures the service has put in place with regards to discretion will ensure that no groups are disadvantaged.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Monitoring will take place through the following:

- The number of assessments refused because equipment will not be provided.
- The number of foster carers resignations due to equipment not being provided.
- The number of complaints with regards to this issue.
- Feedback from foster carers through the fostering forum.
- Monitoring of children's needs being met through CLA reviews and foster carer reviews.

Equality Analysis Prepared By Barbara Bath

Position/Role Fostering Service Manager

Equality Analysis Endorsed by Line Manager and/or Chief Officer Stasia Osiowy

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
CYP	DPO	722	1

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

Scope

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

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

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

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

Expected Outcomes

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

Measurable outcomes are the reduction in:

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

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

What Will Be Different?

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

What Savings can be achieved?

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

Savings will arise from three areas:

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

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

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

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

Equality Analysis

722 – Children and young people prevention offer

Name/Nature of the Decision

System Design Project

What in summary is the proposal being considered?

The purpose of this project is to reshape the offer and services for the prevention, protection and permanence of our most vulnerable children and young people.

This project is a constituent part (but not the whole) of policy option 722:- “To develop and reshape services to children, young people and families to ensure the services are aligned efficiently and effectively”

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The project is currently in its formative stages and is focused on engaging with key stakeholders in order to gauge views and opinions to inform the development of a reshaped offer and reshaped services for the prevention, protection and permanence of our most vulnerable children and young people.

No proposals have been developed to date and as such it is not appropriate to provide a definitive assertion regarding how any groups are likely to be affected.

The principles for the project are strongly founded on a need for equity and efficiency and as such it is expected that no specific areas are likely to be disproportionately affected.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

The outcomes of the project are likely to have an impact on the following protected group: "AGE". This is because the services and offer relate to children and young people. The Project Group have already recognised this and are seeking to ensure effective and robust engagement with children and young people is an integral aspect of the project. This will serve to identify and address any issues that may arise in relation to this protected group.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

There is a range of information available about the children and young people to whom services are provided.

This information includes individual case files, performance information produced within the directorate and data that is captured and shared by statutory partners (eg: health). This list is not exhaustive.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

The project is currently in its formative stages and is focused on engaging with key stakeholders in order to gauge views and opinions to inform the development of a reshaped offer and reshaped services for the prevention, protection and permanence of our most vulnerable children and young people.

This includes staff across CYP and Children and Young People and their Families.

Some engagement activity commenced in November 2013. It is due to continue as part of the project process until the project concludes in March 2014.

Details of engagement activity is captured within the Project Group Plan and is available for scrutiny/inspection at any time.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

The project is currently in its formative stages it is not possible or appropriate to seek to answer this question at this point.

Question 4 – Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

The project is currently in its formative stages it is not possible or appropriate to seek to answer this question at this point

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

The project is currently in its formative stages it is not possible or appropriate to seek to answer this question at this point.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

The project is currently in its formative stages it is not possible or appropriate to seek to answer this question at this point.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The project is currently in its formative stages it is not possible or appropriate to seek to answer this question at this point.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

The project is currently in its formative stages it is not possible or appropriate to seek to answer this question at this point.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The project is currently in its formative stages it is not possible or appropriate to seek to answer this question at this point.

Equality Analysis Prepared By Alison Moore

Position/Role Project Manager, Targeted and Assessment Services

Equality Analysis Endorsed by Line Manager and/or Chief Officer

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
CYP	DPO	723	1

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

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

Expected Outcomes
Budget reduced to reflect actual spending patterns.

What Will Be Different?

What Savings can be achieved?

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

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

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

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

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

Directorate	Type	Number
ENV	DPO	803

Live/Active
1

Project	Lancashire Permit Scheme
Sponsor	Ray Worthington
Objective	Introduce a Permit Scheme for road and street works in Lancashire.
Staff Input Involved	Asset group staff will develop the proposal with support from a consultant with experience in other authorities successful permit schemes.

Scope

Works on the highway network cause disruption, delays and potential risks both to highway users and the highway asset. The majority of these works are undertaken by the utility companies and the Highway Authority. To try and reduce the impact these works have on road users, business and the local/national economy the Government introduced the Traffic Management Act (TMA) 2004. The aim of the TMA is to encourage highway authorities and utility companies to put greater emphasis on co-ordination of works, including the authority's own works, with a view to minimise disruption and protect the highway infrastructure. One of the key mechanisms provided within the TMA is to allow highway authorities to introduce a Permit Scheme for authorising and controlling utility and highway works.

Currently utility companies working on the highway network are legally required by the New Roads & Street Works Act 1991 to serve notice on the Highway Authority before starting works. The NRSWA defines amongst many other things the notification process, timescales and actions required by the utility companies and the highway authority. The Highway Authority is not legally obliged but highly recommended to serve the same notices for its own works.

A Permit Scheme would replace the current noticing arrangements. This would give LCC much greater control over the works undertaken by the utility companies especially in regards to the timing of works, the type of traffic management used and how these works are carried out. It would also be mandatory for LCC's own works and those generated by other 3rd parties such as Developers and District Authorities.

Expected Outcomes

A permit scheme should reduce delays to road users caused by road and street works and minimise the impact these works have on local businesses, residents and bus passengers. This would be achieved by a reduction in the number of works, minimising road space occupied, reducing duration by encouraging better work planning and better communication of works. A permit scheme will allow the authority to scrutinise the work of the utility companies much more than under the current noticing regime. This will enable officers to challenge the 'how and when' aspects of the works and give the authority more control over what is happening on its highway network.

What Will Be Different?

The fundamental difference between notices and permits are:-

- Under the current noticing regime the utility companies tell us when, how and why they are working on the highway free of charge
- Under a permit scheme they have to ask us before working and we can apply conditions to the when and how elements of the works and charge them for each permit application.
- Anyone carrying out road and street works will need to apply for a Permit in advance of works (excluding emergencies). This includes works undertaken by and on behalf of Lancashire County Council. The application timescales will vary dependent on the type of work and the type of road.
- A fee is payable for each permit application and each amendment. The fee would not be payable for the authority's own works. The fee would vary dependent on the level of scrutiny required. For example small scales works on a quiet residential road may require less checking than large scale works on busy roads or routes.
- A permit scheme will allow us to set conditions on each permit with the aim of minimising disruption and protecting the highway asset. For example we would have more control over the timing and duration of works, the way in which they are undertaken and greater opportunity to publicise works. We could also specify the amount of road space to be left available to road users and pedestrians therefore keeping works much more compact.
- A permit scheme carries with it much bigger penalties for non-compliance than the current noticing regime. For example working without a permit carries a maximum fine of £5,000 (£2,500 under a noticing regime); and a £2,500 fine for not complying with a condition (not applicable under a noticing regime). All of these offences can be dealt with by Fixed Penalty Notices (FPN's) as under the current noticing regime but carry a significantly higher charge. For example an FPN for working without a permit would cost the utility company £300 (currently it is £120); not complying with a permit condition would be a £120 FPN. The FPN charges are paid directly to the authority and used for the administration of the process.

What Savings can be achieved?

The estimated permit fee income for Lancashire based on current levels of utility works and permits required for all activities on all streets is estimated at £1.2 million per year. This income will be used to fund 19 staff at DfT approved overhead rates. It is anticipated that 5 staff currently employed with asset group will transfer to jobs in the permit scheme. If staff are transferred from other areas of work within the directorate this will enable savings to be realised across the directorate. A more accurate breakdown of all associated costs, income and subsequent permit fees will be produced as part of the detailed preparation of the permit scheme and the Cost Benefit Analysis (CBA). The estimated net income from the introduction of a permit scheme is £780,000. The income in year one will be reduced as the full year is unlikely to be achieved.

The cost of operating a Permit Scheme is borne by the utility companies. This is the additional costs of staffing, IT and other resources over and above the current costs of operating under the current Noticing Regime. As part of the permit scheme a fee matrix will be produced and this will give the charges for each permit application. The fee covers the costs and overheads of setting up and administering the permit scheme. The cost of preparing a permit scheme cannot be passed on to the utility companies.

Adjustments to the permit fees may be made in subsequent years to offset any surplus or deficit. It is not intended that permit schemes should produce surplus revenue, taking one year with another.

It is proposed to implement this proposal from 1st February 2015. This deadline is extremely tight and to achieve any savings in 2014/15 some investment in staff and specialist advice of £100,000 will be necessary.

Invest to Save: Downsize reserve

Access required to downsize reserve?	Yes	
Amount of funding required?	0.100	
What is the funding required for?	Data gathering resource and specialist advisers	

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Highway Network	Works Permit	---	0.200	0.380	---	---	0.580
0	0	---	---	---	---	---	---
0	0	---	---	---	---	---	---
0	0	---	---	---	---	---	---
Total net incremental savings		---	0.200	0.380	---	---	0.580

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

Directorate	Type	Number	Live/Active
ENV	DPO	804	1

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

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

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

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

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

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

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

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

		---	0.170	0.100	0.230	---	0.500

Equality Analysis

804 Street Lighting Energy

Name/Nature of the Decision

Street Lighting Energy Reduction

What in summary is the proposal being considered?

The reduction in lighting levels and the turning off street lights during hours when the highway usage is lower. The areas most likely to be impacted by these decisions have not yet been identified.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

The decisions will impact groups of individuals sharing protected characteristics under the Equality Act 2010.

- Age – Vision deteriorates with age, consequently older people are more likely to be involved in traffic incidents, crime or fear of crime than other groups as a result of these changes. Possibly young people may be adversely affected too as they are more likely to be out during hours when lighting is reduced or turned off and are more often the victims of street crime.
- Disability including Deaf people – People with poor vision and people who rely more on their own or on other peoples vision to keep them safe on the highway (such as deaf people) are more likely to be impacted by these decisions than other groups. In addition people with 'Low Luminance Myopia' (LLM) resulting in poor night vision are more greatly impacted by these decisions. LLM is suffered by between 10% and 50% of the population depending on the severity being measured. People with other disabilities may also feel more vulnerable due to reduced street lighting as disabled people fear and are victims of hate crimes and other incidents.

Groups that are more concerned about crime and fear of crime will be more greatly impacted by these decisions there is particular concern amongst women about the potential personal safety consequences of reductions in street lighting.

Question 1 – Background Evidence

This proposal would particularly impact some age, disability, gender and other groups, especially where vulnerable to crimes or accidents. Lancashire's particular profiles could be explored in more detail if the proposal were to go forward.

Question 2 – Engagement/Consultation

Views have not yet been sought with the Living in Lancashire Panel or similar groups regarding the proposed decisions. If the proposal goes further then wider consultation will be carried out – e.g. using the third tier forums, priority neighbourhood or other channels.

Question 3 – Analysing Impact

This can be completed more usefully when some consultation/engagement evidence is available.

Question 4 –Combined/Cumulative Effect

There will be some impacts –
e.g. if some of the evening subsidised bus services are withdrawn then it may be expected that more travel will occur on foot during evenings when lights levels will be lower or lights will be switched off.
They also may be cumulative effects–
e.g. if winter gritting is reduced then black ice and other hazards will be more difficult to see, increasing the risks of accidents for the increased number of travellers on foot.

Question 5 – Identifying Initial Results of Your Analysis

To be completed later.

Question 6 - Mitigation

Reduced lighting will be more effective than no lighting in mitigating the impacts of these decisions.

Reduced as opposed to no lighting, in particular areas or times, may mitigate the impacts of these decisions on some equality groups.

Question 7 – Balancing the Proposal/Countervailing Factors

To be completed later.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

To be completed later.

Question 9 – Review and Monitoring Arrangements

The impacts of accidents, crime and fear of crime could be monitored for different equality/protected characteristic groups; however it would be essential that pre-implementation data was collected in the same format/criteria as post-implementation data for results to be meaningful. For example certain types of street crime data would be relevant e.g. 'mugging'. Surveys around how safe people feel in their neighbourhood could also be useful tools here and may give that "before and after" perspective.

Equality Analysis Prepared By M.Dunwell

Position/Role Head of Street Lighting

Equality Analysis Endorsed by Line Manager and/or Chief Officer S.Procter

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
ENV	DPO	805	1

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

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

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

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

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

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

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

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

			0.050	0.050			0.100

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

Directorate	Type	Number	Live/Active
ENV	DPO	809	1

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

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

Expected Outcomes	
Reduced expenditure on highways revenue maintenance	

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

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

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

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

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

		---	0.220	---	--	--	0.220

Equality Analysis

809 - Members priority Contingency

Name/Nature of the Decision

Reduction in Members Revenue Contingency Fund

What in summary is the proposal being considered?

The revenue budget that is identified for reduction is the Members Revenue Contingency Fund. The proposal is to reduce the annual revenue budget amount from its current level of £420,000 to £200,000.

This budget is used primarily to respond to member requests for minor revenue works that the County Council would ordinarily undertake but for which no other revenue funding source is available.

The proposed reduction in the budget will impact on the Environment Directorate's ability to respond to member requests for minor revenue works in their area.

There is no defined programme of works for this budget therefore it is not possible to carry out a full EIA. The reduction is not considered to adversely impact on any particular group.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

This decision will affect all residents of Lancashire in the same way.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

The reduction will not impact adversely on any particular group to a disproportionate extent.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

All Lancashire residents will be affected in the same way and the reduction in funding will not have an adverse impact on any particular group.

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision?
Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so?
Please identify any findings and how they might be addressed.

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of

any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Equality Analysis Prepared By Daniel Herbert

Position/Role Head of Local Network Management

Equality Analysis Endorsed by Line Manager and/or Chief Officer

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Direct orate	Type	Number	Live/Active
ENV	DPO	813	1

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

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

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

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

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

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

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

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

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

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

Directorate	Type	Number	Live/Active
ENV	DPO	814	1

Project	Review of bus subsidies
Sponsor	Tony Moreton
Objective	To reduce the cost of bus subsidies to a sustainable level.
Staff Input Involved	Public Transport staff.

Scope

To adopt the following policy with respect to the ongoing subsidy of public transport:

To work with local communities and bus companies to reconfigure services. In doing so to review services on a local network basis rather than an individual service basis. The aim will be to establish a network that is sustainable in the context of affordability, value for money and community benefit.

Upon termination of existing contracts, temporary extensions of current services will be considered until the overall future pattern of services has been determined.

To take account of the part year savings in relation to the changes to bus subsidies which have already taken place in 2013/14.

Expected Outcomes

To provide a reconfigured and sustainable public transport system in Lancashire.

What Will Be Different?

It is difficult to say at this stage what will be different moving forward as the discussions with the bus operators have not yet taken place.

What Savings can be achieved?

Consolidation of the 2013/14 budget savings which would normally have been used to fund additional subsidised services during the year - £0.647m.

Future savings yet to be determined.

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Bus services	No additional subsidies from 1st Nov 2013	---	0.647	---	---	---	0.647
Total Net Incremental Saving		---	0.647	---	---	---	0.647

Director ate	Type	Number
ENV	DPO	815

Live/Active
1

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

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

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

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

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

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

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

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

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

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

Directorate	Type	Number	Live/Active
ENV	DPO	817	1

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

Scope

All Public Rights of Way and countryside sites.

Expected Outcomes

- Currently, resource limitations mean that maintenance of the network is largely restricted to problems on the network where there is safety risk (eg unsecure wall or surface); or where the problem has a high impact on public use (eg, severe surface damage). The primary network will continue to receive this level of maintenance. The non-primary network will receive maintenance for safety risks only.
- Changes to the approach to the enforcement of obstructions and other infringements on PROW. The new approach will involve handing a notice to the landowner under S.143. The landowner then has 4 weeks to remedy. If not remedied after this, LCC can implement the change and recover costs. This will be a more efficient use of officer time. It is expected that most problems will be resolved by the landowner in the 4 week period.
- LCC currently administers applications for diversions of PROW that are substantially for private benefit. Under the new approach, private applicants can undertake much of the legal work themselves (using a specialist consultant).
- The inspection of countryside sites will reduce from once a year to once every two years.
- The countryside events programme will be reduced substantially, with the focus being on engagement with children and adults in Priority Neighbourhoods and the nearest sites.
- Introduce a booking system for all terrain mobility scooters.
- Toilet cleaning frequency at LCC's countryside sites will be reduced to peak times only.

What Will Be Different?

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

What Savings can be achieved?

£548,000 by 2016/17.

Invest to Save: Downsize reserve

Access required to downsize reserve?

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

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

Further information is available at this

link:

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

Yes

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

Yes

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

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

Equality Analysis

817- Public Rights of Way & Countryside Service

Name/Nature of the Decision

Reduction in Public Rights of Way Services

What in summary is the proposal being considered?

Introduction of a 2-tier network of public paths for the purposes of maintenance standards; reduction or cessation of pre-emptive seasonal vegetation clearance; termination of agency agreements with district councils for public rights of way maintenance; more direct enforcement procedure;

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

Countywide for most proposals but specifically Pendle and Ribble Valley for ending agency agreements

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or

from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Yes. The reduction in maintenance standards across the County generally and on the (to be designated) non-priority network countywide in particular and across Pendle and Ribbles Valley if agency agreements are terminated, are likely to make public paths more difficult underfoot and structures less convenient to use. This will affect users with a disability to a greater extent than able-bodied users because greater agility or strength will be required to use some of the paths. Furthermore if vegetation isn't cut back this could reduce the path width which might impact adversely on wheelchair users or families with prams and produce height or other obstacles which could be a hazard to sight impaired users (overhanging branches, white canes being less effective in vegetation). However, any reduction in standards will have this effect and the identification and promotion of a priority network will mitigate this disbenefit.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is

likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

No direct evidence but the MENE survey by Natural England indicates that a significant proportion of users of public rights of way have a disability. Further more significant proportion are older people.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

Not as yet. However if a 2 tier network is to be implemented there will be widespread consultation to help identify the primary network.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in

order to do so? Please identify any findings and how they might be addressed.

The reduction in maintenance standards across the County generally and on the (to be designated) non-priority network countywide in particular and across Pendle and Ribble Valley if agency agreements are terminated, are likely to make public paths more difficult underfoot and structures less convenient to use. This will affect users with a disability to a greater extent than able-bodied users because greater agility or strength will be required to use some of the paths and older or mobility-impaired users may be more likely to suffer falls. Furthermore if vegetation isn't cut back this could reduce the path width which might impact adversely on wheelchair users or families with prams and produce height or other obstacles which could be a hazard to sight impaired users (overhanging branches, white canes being less effective in vegetation).

However, any reduction in standards will have this effect and the identification and promotion of a priority network will mitigate this disbenefit, perhaps to a significant degree.

Question 4 – Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Potentially a person with a disability affected by cuts to public transport or by fare increases might then have greater cause to use public paths which might be less usable if not designated as priority network.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Continuing – because the mitigation measure of promoting a priority network should enable users who would be otherwise excluded to have an available alternative. It is envisaged that the priority network will include routes which form important links in the network or to specific destinations and which can be maintained in the medium term to a good standard at a reasonable cost).

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

Identification and promotion of a priority network (perhaps 10% of the statutory public rights of way network in length i.e. about 550km, but focussed on the most popular routes which form important links in the network or to specific destinations and which can be maintained in the medium term to a good standard at a reasonable cost) which would be maintained in as easy-to-use condition as possible within budget.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

Significant resource cuts have to be made and this will have a very significant effect on the condition and hence usability of public rights of way, especially in the countryside. This will make it harder to use or even impossible to use many paths especially for users with a disability. Public rights of way vary considerably and identification of a primary network would help to make those paths used by less experienced walkers/riders, or those likely to be less robustly clothed/shod, to be better maintained than the wider network.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

Introduction of a 2-tier network of public paths for the purposes of maintenance standards; reduction or cessation of pre-emptive seasonal vegetation clearance; termination of agency agreements with district councils for public rights of way maintenance; more direct enforcement procedure.

All users and potential users of the public rights of way network will be affected but on any particular path which is not well maintained older users and those with a disability will feel the affect more keenly as they may be unable to use the path or to proceed without difficulty. However, introducing a 2-tier network and promoting the priority paths within the overall network will allow users to find the better paths although this may mean having to take a longer route in some cases.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Annual sample survey of the quality of the network

Equality Analysis Prepared By David Goode

Position/Role Public Rights of Way Manager

Equality Analysis Endorsed by Line Manager and/or Chief Officer

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

Equality Analysis

817- Public Rights of Way & Countryside Service

Name/Nature of the Decision

Budget Options – Public Rights of Way and Countryside Service reductions

What in summary is the proposal being considered?

The impact of reduced resources on the provision of Trampler off road mobility vehicles at Countryside sites

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is

proposed as opposed to an area where a facility is remaining open.

The Trampers are available for use at Beacon Fell nr Preston and Wycoller Country Park nr Colne, and at tramper friendly countryside events across the county.

The database of users suggests that they come from across the county – and indeed the north west!

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Yes

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

The service is provided specifically for people who have difficulties with mobility and as such any reductions in the service will impact directly on disabled and elderly people.

We have contact details for the 700+ people who have had the induction training to allow them to use the trampers along with feedback forms relating to the induction training and use.

We have contact details for organisations representing disabled and elderly people.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

Consultation with existing users and representative organisations will be conducted.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether

from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

The proposals may impact on the availability of the trampers and the timescales involved in booking for anyone with mobility problems who want to explore the parks.

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

The loan of trampers will remain free at the point of use. There is no public transport available to either of the Country Parks so any other factors that reduce the ability of disabled and elderly people to use private transport will have an impact on their ability to take advantage of the scheme. We are however unaware of other proposals that will limit the use of private transport.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Written procedures for the booking of, and access to, Trampers will be published following the consultation process.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

To be assessed following consultation

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The Trumper service is highly valued by those who use it and anecdotal evidence suggests that it contributes to the improved health and wellbeing of the individuals who take advantage of it.

The County Council has to make substantial savings in its running costs over the next few years and the Countryside Service will have to play its part in that. As a result the availability of staff to support tramper use will be more limited.

We have always encouraged users to book in advance to ensure that a Trumper will be available for them. This will not change but it will be more difficult to confirm

bookings at short notice and the occasions when we cannot accept a booking may be more frequent.

With fewer countryside staff available there may be occasions when the team e-mail box cannot be viewed on a daily basis or contact cannot be made with staff by telephone.

There are some basic requirements that we have to meet before we can confirm a booking. The most obvious of which is the requirement that there is a member of staff on site to meet the customer, hand over the tramper, and if necessary carry out an induction. There is also a requirement that a member of staff with access to a vehicle is available on the site for the duration of the booking in case of breakdown or accident.

Field based staff will be on a rota to ensure that there is somebody available field every day of the week including weekends. Staff will have a broad range of duties and other demands on their time will mean that it may not always be possible to ensure that an appropriate member of staff is available.

With this in mind we are proposing to set out some clear, published, guidelines about how the service will work in the future and consultation will be carried out on those guidelines. Previously no guidelines existed and the service operated on informal arrangements. With reduced resources, the time is right to set out formally what the customer can expect.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

To be confirmed following consultation.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Continue to gather feedback from users following bookings and by occasional wider consultation.

Equality Analysis Prepared By Nick Osborne
Position/Role Site Access and AONB Manager
Equality Analysis Endorsed by Line Manager and/or Chief Officer
Decision Signed Off By
Cabinet Member/Chief Officer or SMT Member

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

Direct orate	Type	Number
ENV	DPO	821

1

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

Scope

Countywide winter service

Expected Outcomes

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

What Will Be Different?

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

What Savings can be achieved?

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

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

Area	Descr	2013/14	2014/15	2015/16	2016/17	2017/1	Total
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	option					8	
			0.447				0.447
		---	0.447	---	---	---	0.447

Equality Analysis

821 Winter Service

Name/Nature of the Decision

Budget reduction proposal 821 – Winter Maintenance

What in summary is the proposal being considered?

A reduction in the size and extent of the precautionary gritting network within the winter service by 10%. The removal of a secondary network for gritting and the reduction in the use of treated salt.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

There are no recommendations as yet on which elements of the network will be selected to achieve a 10% reduction. It is therefore difficult to identify any specific areas that may be more adversely affected than others. A decision will be needed to agree the criteria by which any new network would be determined; this should take account of any particular areas that may be more adversely affected by this proposed service reduction.

Some rural areas of the county are particularly dependent upon the service and the consequence of service removal may impact on the residents of these areas more significantly than less isolated locations.

This extract from the Winter Maintenance Plan (Winter Service Policy 3 (WS3)) outlines how the current policy identifies the priority road network for precautionary salting:

Policy WS 3

Priority Road Network Hierarchy for Precautionary Salting

Category	Definition
1	Non-trunk Motorways and Primary Route Network ¹
2	Remaining Principal ('A' class) roads

¹ The Primary Route Network (PRN) comprises all-purpose trunk roads and the more important local authority principal ('A' importance throughout Great Britain. Primary Routes are identifiable by direction signs with a green background.

3	<p>All 'B' class roads and other roads open to all classes of traffic:</p> <p>between or through large centres of population</p> <p>serving Category One emergency service responders as defined by the Civil Contingencies Act 2004 (Police, Fire, Ambulance, Maritime and Coastguard Agency and British Transport Police)</p> <p>serving hospitals and the key facilities of critical infrastructure providers</p> <p>leading to strategic and key employment centres, major distribution depots and transport interchanges, and important commuter routes</p> <p>important public transport routes with a service frequency of at least one bus per ten minutes and bus stations</p> <p>serving industrial sites listed under the Control of Major Accident Hazards Regulations 1999 and the Radiation (Emergency Preparedness and Public Information) Regulations 2001</p> <p>military establishments</p> <p>crematoria</p>
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The Priority Road Network includes all non-trunk Motorways and Primary Routes, all principal ('A' class) roads and 'B' class roads and in Category 3, varying proportions of the remaining un-numbered highway network maintainable at the public expense dependant on the topography and climate of the area in question.

Secondary road network - the County Council will consider other roads for post-salting treatment and snow clearance in periods of continuous icing and snow. Continuous icing may arise due to excessive surface moisture, usually following heavy precipitation or compacted/melting snow. Decision-making will take account of all relevant factors such as weather forecast data, topography, experience and local knowledge and the availability of salt. When salt is not available the County Council will consider using grit sand to aid traction.

Policy WS 8

Secondary Road Network Treatment

Once the defined Priority Road Network is maintained clear, where persistent ice and/or snow are present or forecast to be present on the defined Secondary Road Network during the current 24 hour period (midnight to midnight) and are forecast to remain for the succeeding 24 hour period (midnight to midnight), treatment of the Secondary Road Network will commence as soon as possible using all available resources, but only during daylight hours.

prolonged periods of cold weather. This will have an impact on all road users using the roads affected. It is not envisaged that this impact will be any more significant for any specific area within Lancashire. However further work will be required to determine the extent of the roads affected and their location, and whether or not this leads to any equality issues for the areas affected. One potential area for this would be the areas of East Lancashire with a greater percentage of BME residents, rural locations and areas with a higher percentage of older residents.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

Age
Disability including Deaf people
Gender reassignment
Pregnancy and maternity
Race/ethnicity/nationality
Religion or belief
Sex/gender
Sexual orientation
Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

As mentioned above, it is difficult to comment on the particular impacts of any decision to reduce the priority network as no recommendations have been made as yet on which sections of the network would be identified to achieve the proposed 10% reduction. The proposal is to reduce the priority network of carriageways which will have a potential impact on cars, public transport and other road users. Further research will be required to establish if such impacts on road users will be any more significant for any people in any of the identified protected characteristics or other groups.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

Further work required should this policy option proceed.

If you have answered "No" in relation to all the protected characteristics,

please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

There has been some recent consultation carried out to assess satisfaction levels within Lancashire for the Winter Services provided by Lancashire Highway Services. This survey work carried out through the Living in Lancashire survey has shown a steady increase in satisfaction levels over recent years. However, until there is clearer information about the areas affected it is difficult to assess the impact on communities and particularly those with protected characteristics.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

No specific consultation has taken place on the issue of reducing the primary network, removing the secondary network or changing the type of salt used. The consultation that has been carried out has been undertaken on more general issues such as satisfaction levels with the service and effectiveness of communication channels for winter service information and updates. Should the proposal progress further consultation/engagement will be required.

As part of the lead in to each winter season the Environment directorate provide a series of briefing sessions providing information to County Councillors, District Councillors, Parish Councils, Public Transport providers, Emergency Services and other principal stakeholders. These sessions provide the opportunity for the Environment Directorate to update stakeholders on the service provision for the upcoming season, and to get feedback from stakeholders from the previous season. This informal consultation has contributed to the development of the Winter Service Plan and the policies it contains.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities

Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?

Does it encourage persons who share a relevant protected

characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?

Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

Accessibility of employment, education, medical, retail and other sensitive or key resources/facilities will need to be considered when criteria are set to determine any revised network.

Question 4 – Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Potentially – there could be cumulative impacts for people if they become more isolated from work/school/hospitals etc through the reduction of the network as this could also impact on the availability of public transport/ refuse collection services/district nurses/postal services etc.

Again – further work will be required to identify a new priority network and consideration will need to be given to specific areas once this has been done.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Work to follow

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

The focus for this budget reduction is to manage the service within a 'normal' winter scenario. This is not an exact science and the severity and nature of the winter will have a major influence on the actual level of service provided, as has always been the case. In times of exceptional conditions, either in the severity of the weather, or in the location of snow and ice incidence, the service will respond to these needs.

The intention is to reduce the resource available to the service by removing a number of gritting vehicles from the fleet. This will result in less resources being available in times of severe weather as well, but these resources will still be significant and will be used as effectively and efficiently as possible to address issues affecting the highways.

It is not possible to assess any particular impacts on those with protected characteristics and further work will be required to determine this.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

Further consideration required – it may be possible to limit the impacts

through the selection of the network affected, or by amending the extent to which the reduction is made. If this were the case the budget reduction would also be reduced.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

To be completed later.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Look to review after the first winter of operation.

Equality Analysis Prepared By Sue Procter

Position/Role Assistant Director Highway Operations

Equality Analysis Endorsed by Line Manager and/or Chief Officer

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
ENV	DPO	822	1

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

Scope

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

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

Expected Outcomes

Reduction in the waste budget

What Will Be Different?

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

What Savings can be achieved?

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

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

Invest to Save: Downsize reserve

Access required to downsize reserve?

No

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

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

Further information is available at this link:

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

No

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

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Waste	Transfer Stations			0.030			0.030

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

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

Directorate	Type	Number	Live/Active
ENV	DPO	823	1

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

Scope

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

Expected Outcomes

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

What Will Be Different?

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

What Savings can be achieved?

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

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

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

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

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

Directorate	Type	Number	Live/Active
ENV	DPO	824	1

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

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

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

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

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

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

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

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

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

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

ENV	DPO	825
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1

Project	Waste - Third party recycling credits
Sponsor	Steve Scott
Objective	To achieve a saving by withdrawing discretionary recycling credit payments to third sector organisations.
Staff Input Involved	Waste Management Group Corporate Communications

Scope

To implement the policy of not paying discretionary recycling credits to third sector and charitable organisations. These organisations will still be able to receive financial benefit through the sale of any recycled waste they collect but would not in future receive the added financial income through recycling credits paid by the County Council.

Expected Outcomes

Reduction in the Waste budget

What Will Be Different?

The payment of recycling credits to organisations will cease from 1st April 2014.

The County Council have historically paid 'Third Party Recycling Credits' to third sector groups and community organisations. The rate of payment in 2013/14 is £51.18 per tonne and increases annually by 3%.

The principle of Third Party Recycling Credits is that by collection of materials that may otherwise end up in the residual waste stream the third parties are saving the Council disposal costs. However, the recycling credits were introduced at a time when there was only limited collection at doorstep and at that time the third parties were actively assisting the Council in recycling.

Over the last 10 years the County Council has supported Waste Collection Authorities (WCAs) financially in order that they could implement robust systems for collecting recyclables separated by the householder. Furthermore, the Council has invested heavily into facilities for processing the recyclable materials collected.

As such, the original principle of paying Third Party Recycling Credits is no longer valid as waste collected by third parties would now otherwise be collected by the WCAs. In addition, the income from the materials collected by third parties would otherwise be received by the County Council. Whilst recognising the social benefits that the third parties provide in conducting recycling activities the County Council is financially supporting the WCAs to collect the same waste, paying the third parties recycling credits when they collect it instead and losing income on the materials that they collect (it should be noted that it is not the intent to increase income to the Authority as a result of the policy but it is the case that if it were not collected by the third parties the Council would receive income).

The most significant example of this is textiles. The WCAs are required to collect textiles as part of cost sharing arrangements and the County Council funds the WCAs to collect this waste. In 2012/13 textiles made up almost 70% of all Third Party Recycling Credit claims. The current market value of textiles is anywhere between £230 and £730 per tonne depending on the quality of the material.

The organisations affected by the proposed policy are as followed (the figure in brackets shows the amount paid to these groups in 2012/13);

5 x Uniformed Groups (£5,636)
 24 x Charity Shops (£66,056)
 25 x Schools (£7,272)
 1 x Club (£149)
 11 x Churches (£7,382)
 2 x Charity Bring Banks (£9,270)

8 x Community Groups (£6,277)
 5 x Hospices (£14,903)
 5 x Reuse Groups (£9,574)

The amounts paid by material in 2012/13 were;

Paper - £24,018
 Textiles - £85,238
 Shoes - £2,599
 Books - £8,147
 Plastics - £453
 Card - £642
 Glass - £1,136
 Mixed Recyclables - £4,144
 Composting - £141

The third parties will receive income from the recyclable materials that they collect. It is not anticipated that the majority would stop collecting the recyclables they currently do. In the case of textiles in particular the income received from the value of the textiles would be sufficient to support their continued collection.

What Savings can be achieved?

The anticipated cost in 2014/15 is £134,237 although the actual payments will be wholly dependant on tonnages collected.

Due to the uncertain nature of the amounts claimed the waste budget contains a contingency to allow for variations. In essence therefore the saving is the full amount allowed for in the waste budget which in 2014/15 is £280,000.

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

Whilst there is the potential for additional income from recyclables collected at the doorstep it is not anticipated that the third sector collections would cease as a result of the policy and therefore this is likely to be negligible.

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

Area	Description		2013/14	2014/15	2015/16	2016/17	2017/18
Waste	Recycling Credits	---	---	0.280	---	---	0.280
0	0	---	---	---	---	---	---
0	0	---	---	---	---	---	---
0	0	---	---	---	---	---	---
		---	---	0.280	---	---	0.280

Equality Analysis

825- Waste Third Party Recycling Credits

Name/Nature of the Decision

To withdraw the payment of discretionary third party recycling credits.

What in summary is the proposal being considered?

Recycling credits are an optional payment (a discretionary power under the Environmental Protection Act 1990) made to community, charity, voluntary and not-for-profit groups. Before the introduction of cost sharing, third party recycling made a positive contribution towards the removal of recyclable materials from landfill, saving the county council disposal costs.

The payment of recycling credits began in 1992, prior to the widespread kerbside recycling collections that are now in place across the County. The introduction of the cost sharing agreements between the County Council and Lancashire's District Waste Collection Authorities has resulted in 98.24% of households receiving a fortnightly kerbside collection of recyclables. Waste collection authorities who are part of the cost sharing agreement receive a payment per property to deliver services in this way. As part of the cost sharing policy the County Council receives income from the recyclables collected which, in some part, offsets these payments.

The success of kerbside recycling collections is such that the original principal upon which recycling credit payments were introduced is no longer valid. It is highly likely that the majority of the materials for which credits are paid would now be captured by District Council waste collections should third party recycling collections of these materials cease. As such, the County Council is effectively paying third parties to collect material which alternatively would be collected by district waste collection authorities and for which we would also receive an income.

It is not suggested that the organisations to which recycling credits are paid do not provide a valuable service to the community or assist recycling efforts. It is more that the County Council is essentially paying twice for the same service. Similarly, whilst the possibility has been considered (for the purpose of providing a complete picture), it is not anticipated that the withdrawal of recycling credits would prevent groups from continuing to collect these materials. The withdrawal of the credits would reduce some of the income they receive, but groups will still retain any additional income from the sale of collected material for recycling via recycling merchants.

Recycling levels may be affected although the impacts on Lancashire's overall waste diverted from landfill will be negligible.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

Various groups will be affected ranging from large national charities to small charitable community groups and schemes across the County.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

The proposal will affect all community, charity, voluntary and not-for-profit groups who claim recycling credits, and therefore it is likely that these groups will have members that share protected characteristics namely: people of different ages, people with a disability, people of different races/ethnicities/nationalities and people of different religions/beliefs.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

In 2012/13 there were 110 community, charity, voluntary and not-for-profit groups registered to claim recycling credits. The following table illustrates who these groups are, what quantity of materials they collected for recycling in 2012/13, and how much money was received by each group as a result of the County Council paying a recycling credit, which in 2012/13 was paid at the rate of £49.69 per tonne of material recycled.

	Material Collected	Tonnage (Annual 2012/13)	Value of Credit Paid (£49.69/Tonne in 2012/13)
Uniformed Groups (5) - TOTAL RECYCLING CREDIT PAID £5,636.33			
1st Church Boys Brigade	Paper	9.86	£489.94
1st Halton Scout group	Paper	22.24	£1,105.11
1st Upholland	Paper	2.93	£145.59
9th Penwortham	Paper, Textiles	21.98	£1,092.19
Chorley Healey Scouts	Paper, Textiles	56.42	£2,803.50
Charity Shops (28) - TOTAL RECYCLING CREDIT PAID £66,112.07			
ADHD North West	-	0	0
Age Concern	Textiles, Books, Shoes, Mixed Recyclables	76.22	£3,787.37

Age UK	Textiles, Books, Shoes, Card, Mixed Recyclables, Mixed Metals	294.43	£14,630.23
Age UK Lancashire	Textiles, Books	44.07	£2,189.84
Barnados	-	0	0
British Heart Foundation	Textiles, Shoes	378.75	£18,820.09
British Red Cross	-	0	0
Cancer Help	Textiles, Books, Shoes	18.65	£926.72
Cancer Research	Textiles, Books, Shoes, Mixed	102.55	£5,095.71
Caritas Care	Textiles	4.94	£245.47
Debra	Textiles	1.65	£81.99
Marie Curie	Textiles	19.86	£986.84
National Blind Childrens Society	-	0	0
North West Air Ambulance	Textiles	11.27	£560.01
Oxfam	Textiles	139.29	£6,921.32
PDSA	Textiles	0.74	£36.77
Rosendale Hospice Shop	Textiles	4.48	£222.61
RSPCA Lancashire East	Textiles, Books, Shoes	11.16	£554.54
Rwanda groups trust	Textiles	5.45	£270.81
Samaritans	Textiles, Books, Shoes	3.86	£191.80
Save the Children	Textiles, Books	20.72	£1,029.58
Scope	Textiles	20.56	£1,021.63
Sense Trading	Textiles, Shoes	17.03	£846.22
Shaw Trust	Textiles, Books, Shoes	1.27	£63.11
Shelter	Textiles, Mixed Recyclables	10.59	£526.22
St Johns Hospice shops	Textiles, Books	80.91	£4,020.42
Sue Ryder	Textiles, Shoes	44.98	£2,235.06
Extracare Charitable Trust	Textiles, Books, Shoes	17.06	£847.71
Schools (31) - TOTAL RECYCLING CREDIT PAID £7,272.15			
Alston Lane Catholic Primary	Paper	10.65	£529.20
Altham St James CE Primary	Paper	2.5	£124.23
Bowland High	Paper	4.17	£207.20
Bolton by Bowland Primary	Paper	1.53	£76.03
Brabins Endowed	Paper, Textiles	3.91	£194.29
Carnforth High	-	0	0
Cottam Primary	Paper, Textiles	1.29	£64.10
Dolphinholme Primary	Paper, Textiles	5.01	£248.95
Focus School - Hornby campus	Paper	6.56	£325.97
Forton Primary	Paper	1.8	£89.44
Fleetwood High School	Textiles, Books, Shoes	3.66	£181.87
Friends of Claughton School	Paper	15.02	£746.34
Friends of Scorton School	Paper, Textiles	1.02	£50.68
Nether Kellet Primary	-	0	0
Our Lady of Lourdes	Paper, Textiles	3.42	£169.94

Sandylands CP	Paper	15.56	£773.18
Silverdale St Johns CE School	Paper, Textiles	1.52	£75.53
St Bede's school	Paper	3.33	£165.47
St Bernards Catholic Primary	Paper	1.58	£78.51
St Josephs Catholic primary	-	0	0
Scotforth St Pauls CE	-	0	0
St Pauls	-	0	0
St Mary RC Primary	Paper, Textiles, Card	6.47	£321.50
St Theresas Upholland J+P	Paper	13.04	£647.96
St Wilfrids C of E School	Paper	11.18	£555.53
St Leonards School, Whalley	Paper	16.66	£827.84
St Nicholas CE Primary	Paper	2.51	£124.72
Thorneyholme RC Primary	Paper	0.74	£36.77
Westbourne House Day Nursery	-	0	0
Whalley CE Primary	Paper	10.22	£507.83
Willows Catholic Primary	Paper	3	£149.07
Clubs (1) - TOTAL RECYCLING CREDIT PAID £149.07			
Appley Bridge FC	Paper	3	£149.07
Churches (12) – TOTAL RECYCLING CREDIT PAID £7,382.95			
Bacup F'ship of Churches	Textiles, Shoes	6.46	£321
Edenfield Methodist	Paper	14.1	£700.63
Mellor Parish Church	Mixed Recyclables	3.04	£151.06
Shawforth Methodist	Paper	42.46	£2,109.84
St John the Evangelist	Paper	11.81	£586.84
St Johns - Hurst Green	Paper	5.54	£275.28
St Lukes - Brierfield	Paper	15.98	£794.05
St Mary Magdalen's Church	Paper	1.44	£71.55
St Marys RC	Paper	25.46	£1,265.11
St Marys Church Leyland	-	0	0
St Thomas Parish - Garstang	Paper	11.46	£569.45
St Thersas Church	Paper	10.83	£538.14
Bring Banks (2) - TOTAL RECYCLING CREDIT PAID £8,831.40			
Clothes Aid -Great Ormond Street Hospital	Textiles	177.73	£8,831.40
Traid	Textiles	8.84	£439.26
Environmental Groups (1) - TOTAL RECYCLING CREDIT PAID £0			
Wildlife Trust - Penwortham	-	0	0
Community Groups (12) - TOTAL RECYCLING CREDIT PAID £6,277.35			
Brothers of Charity	Paper	41.27	£2,050.71
Crag Bank Village Hall	Paper	7.64	£379.63
Crossways Comm. Centre	-	0	0
Dolphinholme Village Hall	Paper	9.1	£452.18
Funds for you	Textiles	16.98	£843.74
Grindleton Womens Institute	-	0	0
Longridge bottle bank appeal	Glass	15.98	£794.05
Marsh Community Centre	Paper, Glass	9.46	£470.07
Phil the Box	-	0	0
Piccadily Garden	-	0	0
Rimington Womens Institute	Paper	4.16	£206.71
Villages in Partnership	Textiles	21.74	£1,080.26
Hospices (5) - TOTAL RECYCLING CREDIT PAID £14,934.32			

East Lancashire Hospice	Textiles, Books, Shoes, Mixed Recyclables	18.05	£896.90
Hospice Care for Burnley/Pendle	Textiles, Books, Shoes	95.34	£4,737.44
Queenscourt Hospice	Textiles, Shoes	23.02	£1,143.86
Springhill Hopsice	Textiles, Shoes	9.64	£479.01
St Catherines Hospice	Paper, Textiles, Books, Shoes	154.53	£7,678.60
Reuse Groups (13) - TOTAL RECYCLING CREDIT PAID £27,602.35			
Furniture Matters	Composting, Wood, Metals	120.59	£5,992.61
Gift 92	Metals	8.19	£496.96
Help the Homeless	Paper, Textiles, Metals	1.19	£59.13
Helping Hand	-	0	0
Homeless Action CiC	-	0	0
HUFS	Textiles, Card, Metals, Wood	225.13	£11,185.22
Integrate	Textiles, Books, Shoes	7.31	£363.23
International Aid	Paper, Textiles, Books, Shoes, Plastics, Paint, Metals, Wood	190.60	£9,470.91
Open Door	-	0	0
Recycling Lives	-	0	0
Refurb	Paint	0.69	£34.29
Tawd Vale Lions	-	0	0
West Lancs Community Recycling	-	0	0

As the proposal will affect all community, charity, voluntary and not-for-profit groups who are registered to claim recycling credits, it is likely that these groups could have members that share protected characteristics.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

Any potential decision will be subject to consultation.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

Recycling credits are an optional payment (a discretionary power under the Environmental Protection Act 1990) made to community, charity, voluntary and not-for-profit groups. It is not anticipated that the withdrawal of recycling credits would prevent or discriminate against groups from continuing to collect materials for recycling. The proposal would reduce the funding groups receive from recycling credits, but these groups will still retain some income from the sale of collected material for recycling via recycling merchants.

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals

(e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Should other decisions within the County Council result in the withdrawal or reduction of income or funding to community, charity, voluntary and not-for-profit groups the groups, the decision to stop paying third party discretionary recycling credits could have a cumulative effect. The effect would involve a reduction in income received by such groups if the groups are also involved in recycling activities.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

The original proposal remains unchanged. Due to the introduction of cost sharing, the District Councils in Lancashire receive funds from the County Council to collect the majority of recycled materials that third parties are collecting and claiming recycling credits for, so in effect if the current proposal was rejected the County Council would be double funding the collection of some materials for recycling.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

In September 2011 [Best Value statutory guidance](#) was published by the Communities and Local Government department. The guidance stated that local authorities should avoid making "disproportionate" funding cuts to the voluntary sector (disproportionate in relation to the county councils overall budget cuts).

The report states that "Under the Duty of Best Value, authorities should consider overall value, including economic, environmental and social value, when reviewing

service provision" and that "Authorities should be responsive to the benefits and needs of voluntary and community sector organisations of all sizes.

The report also states that where an authority is seeking to reduce or end funding to community and voluntary groups, that these groups shall be given three months notice prior to the cuts, and that the authority actively engages with the groups as early as possible.

We will provide affected groups with due notice of the withdrawal of third party recycling credits to enable them to adjust their anticipated income streams.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

In Lancashire recycling credit payments to third parties were introduced in 1992 following the introduction of the Environmental Protection Act 1990. The Act introduced a mechanism for the discretionary payment of recycling credits to organisations that collect and retain household waste material for recycling rather than it being sent for disposal. The value of a third party recycling credit is based on waste disposal savings made by the County Council as the County Waste Disposal Authority and is equal to a monetary saving in landfill costs per tonne.

Currently in 2013/14 the recycling credit rate paid to third parties in Lancashire is £51.18 per tonne of material recycled. Since the introduction of Cost Sharing in 2006 the district waste collection authorities have introduced separate kerbside recycling collections for glass, paper & cardboard, metals, plastics bottles, textiles and green garden waste, and these services now cover over 90% of households in Lancashire.

This improved kerbside recycling network means that there is less need at a local level for third party recycling activities to divert recyclable materials from landfill. Withdrawal of recycling credits may slightly affect recycling levels although the impacts on Lancashire's overall waste diverted from landfill will be negligible.

The withdrawal of the credits would reduce some of the income community, charity, voluntary and not-for-profit groups receive, but groups will still retain any additional income from the sale of collected material for recycling via recycling merchants.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

The final proposal is unchanged.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

The impact will be reviewed and monitored annually in relation to any decrease in tonnage of recyclate collected by third parties and any changes in tonnage of recyclate collected by district waste collection authorities. This will be a good indicator in any shift change in activity by organisations.

Equality Analysis Prepared By: Steve Scott

Position/Role: Head of Waste Management

Equality Analysis Endorsed by Line Manager and/or Chief Officer

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
ENV	DPO	828	1

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

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

Expected Outcomes	
Reduction in the number of adults accessing cycle training	

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

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

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

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

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

		---	0.014	0.015	0.006	---	0.035

Equality Analysis

828- Withdrawal of Adult Cycle Training

Name/Nature of the Decision

Withdrawal of Adult Cycle Training

What in summary is the proposal being considered?

To withdraw the provision of adult cycle training in Lancashire

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The decision will affect all adults in Lancashire

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

It is not considered to impact adversely on any particular group

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

No specific data had been gathered as to the usage of the current service in terms of the groups listed below. Proposal is to stop provision of cycle training specifically aimed at adults and promote it along with child cycle training

It is anticipated that the proposal should not have a disproportionate negative impact on anyone or groups of people with a protected characteristic.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision?
Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

No, we have not consulted with any service user or group

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so?
Please identify any findings and how they might be addressed.

The effects of withdrawing adult cycle training will fall upon all adults so it should not be considered discriminatory.

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

No

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

No

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

It is not considered that any mitigation effects could be made.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise.

Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

It is not envisaged that the effects of this proposal will have a significant impact on any particular people with protected characteristics

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

The final proposal is to proceed with the withdrawal of adult cycle training.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

We will monitor the impacts of this proposal once implemented.

Equality Analysis Prepared By: Paul Binks

Position/Role: Road and Safety Transport Manager

Equality Analysis Endorsed by Line Manager and/or Chief Officer

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
ENV	DPO	829	1

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

Scope

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

Expected Outcomes

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

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

What Will Be Different?

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

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

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

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

What Savings can be achieved?

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

Invest to Save: Downsize reserve

Access required to downsize reserve?

No

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic?
Further information is available at this link:

No

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

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

NO

Financial Analysis: (discrete annual savings)

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

		---	0.018	0.024	0.020	---	0.062

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

Directorate	Type	Number	Live/Active
ENV	DPO	831	1

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

Scope

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

Expected Outcomes

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

What Will Be Different?

No business travel planning support from the County Council

What Savings can be achieved?

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

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

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

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

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

Directorate	Type	Number	Live/Active
ENV	DPO	832	1

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

Scope

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

Expected Outcomes

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

What Will Be Different?

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

What Savings can be achieved?

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

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
			0.040				0.040

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

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

Directorate	Type	Number	Live/Active
ENV	DPO	833	1

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

Scope

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

Expected Outcomes

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

What Will Be Different?

Increased number (frequency and range) of training programmes provided and increase in number of people put through training
Actively pursue external customers and deliver services to them
Expansion of training resources – rooms/equipment etc

What Savings can be achieved?

Initial savings through the delivery of increased training in-house £30,000 per year. These saving will benefit equally both capital and revenue.

On-going service development with a target of £10,000 income generation 2014/15, increasing by a further £40,000 2015/16. Marketing the training service externally.

Invest to Save: Downsize reserve

Access required to downsize reserve?

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

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

Further information is available at this

link:

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

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

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
L&D	training		0.025	0.040			0.065

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

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

Directorate	Type	Number	Live/Active
ENV	DPO	834	1

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

Scope

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

Expected Outcomes

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

What Will Be Different?

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

What Savings can be achieved?

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

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

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

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

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

Directorate	Type	Number	Live/Active
ENV	DPO	836	1

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

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

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

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

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

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

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

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

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

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

Directorate	Type	Number	Live/Active
ENV	DPO	837	1

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

Scope

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

Expected Outcomes

- Establish minimum standards consistent with road safety requirements.
- All green space maintenance will be undertaken in accordance with our standard as a minimum.
- Asset information to be gathered
- Districts may or may not enhance the standard with their money as is the current situation

What Will Be Different?

- District/parish councils will no longer undertake this work.
- Service standard is likely to be reduced to comply with road safety requirements only.
- Service standard will be applied consistently across the county.
- Grass is likely to be longer before it gets cut.

What Savings can be achieved?

Anticipate £404k through economies of scale and reduced services

Invest to Save: Downsize reserve

Access required to downsize reserve?

Amount of funding required?

What is the funding required for?

--

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic?
Further information is available at this link:

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

No

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

NO

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
LNM	District payments		0.144	0.137	0.123		0.404

		---	0.144	0.137	0.123	---	0.404

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

Directorate	Type	Number	Live/Active
ENV	DPO	841	1

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

Scope

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

Expected Outcomes

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

What Will Be Different?

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

What Savings can be achieved?

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

Invest to Save: Downsize reserve

Access required to downsize reserve?

No

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic?
Further information is available at this link:

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

Yes

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

Yes

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Public bus	Bus shelters		0.025				0.025

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

Equality Analysis

841- Bus Shelter Maintenance

Name/Nature of the Decision

Reducing the annual maintenance of LCC owned bus shelters

What in summary is the proposal being considered?

To lower the annual budget for maintenance of quality bus route and other LCC owned bus shelters from the current £65,000 pa in 2013/4 to £50,000 in 2014/5 and £40,000 in 2015/6.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The decision will affect travel on certain high frequency bus routes that were improved as part of a partnership between this authority, borough and city councils and the bus operators. These were labelled quality bus routes. In some cases the maintenance of the new shelters this authority installed remained with us rather than being taken on by the borough or city council. On these routes the effects of the budget reduction will apply equally.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

The maintenance of shelters may lead to lights not operating, vandalised seating being removed and not replaced. The breaking of glazing panels would reduce the shelter's effectiveness in shielding people from inclement weather.

The lack of shelter lighting would impact on partially sighted passengers trying to read information held in the timetable case after dusk. Very often an adjacent streetlight will alleviate this problem but not always.

A lack of seating would impact on the elderly, ambient disabled and pregnant women.

A vandalised bus shelter is both a crime scene and evidence of anti social behaviour. This would impact on bus passengers who have a fear of anti-social behaviour from these two groups either because of their physical frailty or because they are members of a group which has been the target of such behaviour in the past. Their anxiety and disaffection would rise.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender

- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

The only demographic information we hold on bus passengers comes from the use of concessionary travel cards. These are held by persons over 61 years and six months and by the blind and disabled.

In the past, as part of the quality bus route development, we carried out satisfaction surveys amongst bus passengers travelling on these routes. In addition to recording their age and gender, respondents were asked to self identify as one of a list of ethnic groups. The satisfaction surveys were discontinued in 2008.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

No, we have not consulted with any service user or group.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that

this may involve taking steps to meet the specific needs of disabled people arising from their disabilities

- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

The effects of the reduced spending on bus shelter maintenance will fall upon all bus passengers so it should not be considered discriminatory. However, the impact may be felt more adversely by some groups eg. women/pregnant women, disabled people and lgbt people

The shelters increased opportunity by making journeys more pleasant and also by providing seating for the elderly, ambient disabled and pregnant women it encouraged travel by bus amongst these groups. It therefore encouraged persons who share a relevant protected characteristic to participate in public life or in activity in which participation by such persons is disproportionately low. Although this was dependant on bus access to the activity.

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Yes. The lack of maintenance in the shelters would exacerbate any withdrawal of evening and Sunday bus services that were previously financially supported by this authority by making bus travel less amenable. Conversely this withdrawal would also increase the hours where the shelter was not in use. Therefore giving vandals more hours of opportunity for anti social behaviour without interruption by waiting passengers or watchful bus drivers with radio contact to the police.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

Continuing with the original proposal. In previous financial years we have consistently under spent the budget allocation. The proposed reduction in 2014/15 would see it reduced to the approximate amount spent in previous years. However, the proposed reduction in 2015/16 would see the budget reduced to below the annual average spend. This would not provide contingency for severe weather, damage or inflation.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

The remaining shelter budget could be allocated between different types of repair subject to virement between headings during the financial year. The repair of seating and lights could be prioritised. Also we could prioritise repair of shelters at those stops with a high use by people sharing the relevant protected characteristics, eg. age, disability

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

In previous financial years we have consistently under spent the budget allocation.

The proposed reduction would see it reduced to the approximate amount spent in previous years. However this would not provide contingency for severe weather, damage or inflation. Further budget cuts would have an adverse impact on the travelling public, particularly the elderly and disabled.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

The final proposal is to proceed with the budget reduction as planned. We should be able to mitigate the effect on certain groups by prioritising repairs of damage that impact on them and careful monitoring of spending.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

A database is to be set up with details of all LCC owned bus shelters. Amongst the information this will contain, there will be records of vandal attacks, damage, graffiti, complaints and repairs at each stop. Note can be made of the likely demographic or shared characteristic of passengers boarding there and priority given to repairs.

Equality Analysis Prepared By Michael Haughey

Position/Role Technical Services Officer

Equality Analysis Endorsed by Line Manager Chris Anslow

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
ENV	DPO	842	1

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

Scope

A programme of spot checks is carried out throughout the year on vehicles operating County Council contracts. These checks mainly take place at schools but also include checks at bus stations and other bus termini in the County. In addition to these checks, we also undertake operator compliance, on bus revenue checks and checks on drivers to ensure that they have been given clearance to operate County Council contracts. It is proposed that this level of checking is reduce as follows:

- Reduce the number of operator compliance checks from 30 to 22 per annum. These are visits to operator premises to check that their procedures are compliant with LCCs contractual requirements;
- Reduce the number of gateway checks from 50 to 38 per annum. These checks take place on commercial and subsidised services and are aimed at maintaining safety and appropriate passenger conduct;
- Reduce number of vehicle checks from 463 to 400 per annum. These checks are on subsidised services to ensure that vehicles comply with legal and contractual requirements;
- Reduce number of revenue checks from 360 to 270 per annum. These checks are on subsidised services and ensure that all passengers travel with a valid ticket and have paid the appropriate fare.

The vehicle checks are carried out in conjunction with LCCG staff who are qualified mechanics. In future we will make use of qualified staff within the Public Transport team to undertake vehicle maintenance checks and thereby reduce the need to pay fees to LCCG.

Also looking into the possibility of building a charge into the contract to cover costs of inspections that result in faults identified over a certain threshold i.e. several minors or one major fault identified would result in a penalty payment charged to operator which could self fund the activity.

Expected Outcomes

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

What Will Be Different?

Outlined above.

What Savings can be achieved?

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

Invest to Save: Downsize reserve

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

Public Sector Equality Duty

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

Financial Analysis: (discrete annual savings)

Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Public bus	Vehicle checks		0.025				0.025

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

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

Directorate	Type	Number	Live/Active
ENV	DPO	851	1

Project	Revisions to School Crossing Patrols
Sponsor	Tony Moreton, Assistant Director, Sustainable Transport
Objective	To introduce a grant system available to primary schools towards the cost of funding a school crossing patrol.
Staff Input Involved	Road Safety Staff LCCG staff and school crossing patrol personnel

Scope

Make available a fixed grant of £2,000 to each primary school as a contribution towards the full cost of providing a school crossing patrol. The total county council funding available would be limited to £1m per annum. The grant would be tied to the use of LCCG trained and employed school crossing patrol personnel and schools would be required to make up any difference in costs. The cost of a school crossing patrol is estimated to be between £4,000 and £4,500 per annum.

This grant system would apply from the financial year 2015/2016

Expected Outcomes

A potential overall increase in the number of school crossing patrols provided, although some existing patrols may no longer be provided.

What Will Be Different?

Schools will have a much greater input into the provision of school crossing patrols including their location.

Schools will be required to make a financial contribution towards the cost of provision.

What Savings can be achieved?

It is proposed that the budget for school crossing patrols be reduced from £1.5m to £1m per annum, a saving of £0.5m per annum.

There are 485 primary schools in the County and it is estimated that the current cost of a school crossing patrol is between £4,000 and £4,500 per annum. There are 357 established patrols although currently there are 341 that are active as some are vacant due to recruitment issues or they no longer meet criteria but have not been formally disestablished. Schools which currently do not have a school crossing patrol because it does not presently meet existing criteria will also be able to take up the offer of funding. If we assume a 20% increase in the take-up from schools there could potentially be 410 sites in future. A fund of £2,000 per school would give a take-up of £820,000 per annum which would then give some funding for crossing patrols that are not located for any particular school.

Invest to Save: Downsize reserve

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

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

Financial Analysis: (discrete annual savings)							
Area	Description	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Road Safety	School Crossing Patrols	---	---	0.500	---	---	0.500
0	0	---	---	---	---	---	---
0	0	---	---	---	---	---	---
0	0	---	---	---	---	---	---
Total net incremental savings		---	---	0.500	---	---	0.500

Equality Analysis

851- Revisions to School Crossing Patrols

Name/Nature of the Decision

To introduce a grant system available to primary schools towards the cost of funding a school crossing patrol tied to the use of LCCG staff

What in summary is the proposal being considered?

To make available a fixed grant to each primary school as a contribution towards the cost of a crossing patrol. The total funding available would be £1m per annum and schools would be able to apply for a grant of £2,000 per annum towards the costs of the school crossing patrol. The grant would be tied to the use of LCCG trained and employed school crossing patrol personnel and schools would make up any difference in costs. The cost of a school crossing patrol is between £4,000 and £4,500 per annum.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to

consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The decision will affect school children using school crossing patrols in Lancashire

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

- People of different races/ethnicities/nationalities – Not known but large urban areas may see less provision than current. These tend to be areas of higher deprivation and also areas where there are high proportions of people from BME backgrounds.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

- At this stage it is felt unlikely that the decision would impact on any specific sub-groups

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

No, we have not consulted with any service user or group.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

- At this stage it is felt unlikely that the decision would impact on any specific sub-groups although large urban areas may see less provision than current. These tend to be areas of higher deprivation and also areas where there are high proportions of people from BME backgrounds.

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

No

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

No

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

It is not considered that any mitigation effects could be made to this proposal

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

It is not envisaged that the effects of this proposal will have a significant impact on any particular people with protected characteristics other than those outlined above.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

The final proposal is to proceed with the proposed grant system for school crossing patrols.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

We will monitor the impacts of this proposal once implemented.

Equality Analysis Prepared By: Paul Binks

Position/Role : Road and Safety Transport Manager

Equality Analysis Endorsed by Line Manager and/or Chief Officer

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

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

Directorate	Type	Number	Live/Active
OCE	DPO	921	1

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

Scope

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

Expected Outcomes

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

What Will Be Different?

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

What Savings can be achieved?

Invest to Save: Downsize reserve

Access required to downsize reserve?

Amount of funding required?

What is the funding required for?

Public Sector Equality Duty

Is there any potential negative impact on any person with a protected characteristic?
Further information is available at this link:

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

Yes

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

Yes

Financial Analysis: (discrete annual savings)

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

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

Equality Analysis

921 - Review of Voluntary, Community and Faith Sector (VCFS) Grants

Name/Nature of the Decision

Grants to the Third Sector

What in summary is the proposal being considered?

A reduction in total of £500,000 in 2014/15 in the Central Gateway Grants Scheme, Local Initiative Fund and Local Member Grants Scheme budgets. The proposed cuts would mean a reduction of funds by 35% to the three schemes which provide much needed support to voluntary, community and faith organisations all across Lancashire.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

The three grant streams are available to all 12 Districts across Lancashire, however the demographics across the districts can vary quite considerably and therefore it is likely that the impact across the 12 districts will vary and some districts will be more severely affected than others.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Yes, the decision could impact a number of the protected characteristics under the Equality Act. The types of organisations that benefit from the grant funding are extremely varied and they help the County Council deliver vital services, without which an additional burden could well be placed on the County Council. All characteristics will be impacted, but in particular the following characteristics would see a significant impact:

Age

A considerable amount of funding is aimed at young people, for example places to go, things to do, funding for NEET individuals etc across the county and over the years this has been identified as a priority for the people of Lancashire as highlighted in the Lancashire Living Surveys which consulted with the residents of Lancashire to identify what was important to them.

A significant number of organisations currently funded through the grant programmes cater for older people and help Lancashire County Council to meet its priorities by delivering services and support to meet the needs of local older people.

Disability

There are currently a number of organisations that are funded to help aid Disabled people across Lancashire. These services provide vital support to people who really need it by providing access to independent information and advice, helping to remove barriers to disabled people's participation in society, raise disability awareness amongst the general public, promoting equality standards and advancing equality between disabled people and others, etc. without the support of these services there would be additional pressure put on the services delivered by the county council. Many of these organisations have been supporting the council to meet its aims and objectives for over 20 years now.

Race/ethnicity/nationality

A number of organisations currently funded through the grant programmes provide the county council with support in meeting the following services to the people of Lancashire:

- Offering direct support to those suffering any form of discrimination, prejudice and inequality;
- Support to BME groups and organisations across the county;
- Capacity building for BME people – particularly women – and the BME community sector

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

Third Sector organisations provide a wide range of services and support to the sector, including support to smaller organisations within the county. In addition to funding for specific projects, a number of these organisations rely on funding from, for example, the Central Gateway Grants Scheme, for core running costs such as employee salaries and day to day ongoing costs.

Information on the protected characteristics above will be available in the applications that are submitted by organisations, the details of the assessments undertaken by the Grants Team and subsequent monitoring of organisations which have been awarded grant funding. In addition to this a number of surveys conducted by Lancashire County Council over the years have aided to build up a picture of the

specific needs of the county.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision?
Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

No formal consultation with the Third Sector has yet taken place. However initial discussions with One Lancashire, the main Third Sector infrastructure support body in Lancashire have taken place and it is envisaged that they would assist in further consultation with the sector. In line with national principles under the Compact (an agreement between the government and voluntary and community organisations) sufficient time should be allowed to permit meaningful engagement and consultation with the sector if cuts are proposed with a recommendation of at least a 3 month notice period. Lancashire County Council is currently in the process of reviewing its own Compact with the Sector.

It should be noted that under normal circumstances the county council would at this time of year be getting ready to launch funding rounds for the next financial year(s), the sector is eagerly awaiting information on future funding rounds and a number of enquires have already been made as to when the rounds will open. Delay in funding will also have a significant impact on organisations, for example many Central Gateway applications where support core running costs such as salaries, or rent, delayed payments can have an adverse affect such as redundancy notices being served.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities

- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so?
Please identify any findings and how they might be addressed.

A reduction in funding may result in some of the smaller and possibly medium sized third sector organisations no longer being viable if they cannot access funding previously available. Many of these organisations will primarily support particular groups of persons with the protected characteristics and this may be seen as contrary to the statements made above and exacerbating the adverse impact on people with protected characteristics.

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Yes, quite possibly – e.g. changes to adult social care at a Lancashire level, changes to funding arrangements at the National Arts Council, changes in services for younger people – post 16 year olds, youth unemployment, hostility towards people with protected characteristics e.g. disabled people, Lgbt people, etc.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

No changes to the proposals have been identified to date.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

Initial discussions have been held with "One Lancashire" as the main third sector support body within the county to look at ways in which the adverse effects of this decision could be reduced. However as the funds affected by this decision represent the sum of the main sources of funding for VCFS organisations across the county it is inevitable that there will be some adverse effects. One Lancashire tend to operate at an intermediate level in terms of VCFS organisations and have not as yet developed a similar relationship with smaller / "grass roots" VCFS organisations and as such it may be here that the most impact is felt.

Officers will also be meeting with representatives of Big Lottery in the New Year to explore the potential for maximising alternative sources of funding for smaller VCFS groups across the county..

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

These proposals would result in a reduction of £500,000, i.e. approximately a third, of the current total budget for the three grant streams and this will have an adverse impact on the Third Sector, including groups which represent and support people with protected characteristics. Larger infrastructure organisations may be able to continue but some medium and smaller organisations may have to cease/reduce services and support all together. We have already seen a significant number of closures to organisations across the County over the past 4 years as organisations struggle to survive in the current climate. Over the years changes to the grant programmes, tighter criteria and greater scrutiny of applications has had an impact on funding availability for many organisations, but external factors such as national cuts and less voluntary donations, etc have also played a role.

The impact of possible closures or reduction in services from third sector

organisations, its effects on individuals including those with protected characteristics and the additional burden this would place on the County Council will need to be considered.

It should also be noted that VCFS organisations are also able to attract other sources of funding either from national bodies such as Big Lottery or from private sector or individual contributions. Figures vary dependant on the type of organisation but this is estimated to be between £2 to £6 additional funding for every £1 invested in VCFS organisations.

Additionally most VCFS organisations will utilise volunteers which on the basis of average earnings is estimated to be an input of £13.03 per hour per volunteer. It is also recognised that volunteering contributes to well being and employability.

Consequently there would be a secondary negative impact on the ability to attract other funding into the county and a negative impact on the "volunteer premium" should existing VCFS organisations face closure.

Local community organisations and grass root organisations will be affected if the individual budgets for each County Councillor (currently £3,000 per annum) are reduced. Amongst other things this will impact on the many community events that aid social inclusion and one off training events and purchases of vital equipment or improving access/accessible facilities at small organisations' premises that the fund currently supports.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

A proposal is currently being considered to reduce the budgets for the Central Gateway Grants Scheme and Local Initiative Funds, together with the annual budget for each of the 84 County Councillors.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Appropriate review and monitoring arrangements will be considered once the proposals have been finalised.

Equality Analysis Prepared By

Position/Role

Equality Analysis Endorsed by Line Manager and/or Chief Officer

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

2014/15 Revenue Budget - Allocation of Cash Limits

Budget	2013/14 Budget	Price	Demand/	Other	Savings	2014/15	Change	Change
	*	increases	Volume	changes		Proposed		
	£m	£m	changes	£m	£m	Cash Limit	£m	%
			£m			£m		
Adult Services Health & Wellbeing	335.201	13.299	11.992	-0.658	-33.873	325.961	-9.240	-2.76%
Children & Young People	156.033	4.617	2.137	-0.932	-13.854	148.001	-8.032	-5.15%
Environment	183.458	7.220	0.287	0.500	-11.147	180.318	-3.140	-1.71%
Office of Chief Executive	24.094	0.468		-0.021	-1.757	22.784	-1.310	-5.44%
County Treasurer's Directorate	4.496	0.169		0.021	-0.915	3.771	-0.725	-16.13%
Strategic Partner **	16.914	1.427	5.000	-0.148	-0.263	22.930	6.016	35.57%
Corporate Expenditure	29.219	0.033	-0.100	2.846	-5.390	26.608	-2.611	-8.94%
Discretionary Hardship Claims	0.750				-0.500	0.250	-0.500	-66.67%
Financing Charges	32.349		0.160		-1.675	30.834	-1.515	-4.68%
LCCG	-1.751	2.895		-0.500	-1.562	-0.918	0.833	-47.57%
Strategic Investment Reserve	-10.000			10.000		0.000	10.000	-100.00%
Balances & Reserves	-5.000			5.000		0.000	5.000	-100.00%
Investment proposals	14.250			-14.250		0.000	-14.250	-100.00%
Contribution from reserves				-2.229		-2.229	-2.229	
						0.000	0.000	
Total	780.013	30.128	19.476	-0.371	-70.936	758.310	-21.703	-2.78%

* Reflects in year budget movements between directorates and changes to financing in 2014/15 to provide consistency

** From the 1 April 2014, the Strategic Partner budget will reflect the return of a number of services from One Connect Ltd to the County Council.

	2013/14	2014/15	2015/16	Later years	Total
	£m	£m	£m	£m	£m
Adult Services Health and Well-being					
Starts Pre 2014-15					
Leaning Disability day Care modernisation	0.020	0.485	0.379	0.025	0.909
Learning Disability respite Gloucester Ave	0.015				0.015
Improving Information Management for Social Care Enfield Centre	0.036		0.600	0.675	1.275
Modernisation of Day Care Services - Crossways Centre	0.448	0.041			0.489
Social Care reform Grant Whiteledge	1.763	0.031	0.200	0.357	2.351
General Improvements	0.208	0.054			0.262
Extra Care Housing		0.300	2.100	0.567	2.967
Residential care home and sheltered accommodation for dementia sufferers		0.200	3.100	1.700	5.000
Burnley Registration Office - Wall	0.005	0.051	0.002		0.058
Youth Space	0.002				0.002
Libraries Regenerate	0.512	1.573	1.086	0.150	3.321
New starts 2014-15					
General Improvements 2014-15		0.317			0.317
Libraries 2014-15 phase 7		0.050	0.450	0.500	1.000
Public Health Spending		0.500			0.500
Total Adult Health and Wellbeing	3.009	3.602	7.917	3.974	18.502
Children and Young People					
Starts Pre 2014-15					
Schools Capital Pot (including 2014-15 resources)	45.458	31.032	12.891	8.636	98.017
Hillside	0.150	1.687	0.060		1.897
Pear Tree	0.100	1.200	0.890	0.060	2.250
Kirkham Pear Tree old kitchen scheme	0.001				0.001
Post 16 Bacup/Rossendale 2 Schools	0.010				0.010
Ashton on Ribble Specialist School	0.012				0.012
Nelson Youth and Community Centre	0.006				0.006
Building Schools for the Future	0.400	0.600	0.765		1.765
Harnessing Technology Grant	0.115				0.115
Aim Higher	0.021				0.021
Moorhead Academy	0.003				0.003
Fulwood Academy	0.321				0.321
Sure Start	0.035				0.035
Heys Playing Field	0.010				0.010
General Improvement Programme - Children's Services	0.002				0.002
Tower Wood Enhanced Facilities	2.255	0.600	0.043		2.898
Residential Redesign	0.039				0.039
residential redesign mainstream Willows	0.200	1.137	1.117	0.040	2.494
Residential redesign disabilities overnight short breaks	0.043	1.750	5.094	0.105	6.992
Devolved Formula Capital pre 2014/15	5.500	5.546	0.543		11.589
Youth Zones	2.693	7.196	0.239	0.015	10.143
Refurbish Youth Zones		0.601			0.601
replace mobile outreach centres for Young People's Service	0.327				0.327
Information units for Young People's service		0.072			0.072
Lancashire Break Time	0.244	1.247	0.251		1.742
Early education for 2 year olds from lower income households	0.200	1.717			1.917
General improvement	0.101				0.101
Leyland St Mary's Fire damage and temporary accommodation	2.815	0.300	0.300		3.415
New starts 2014-15					
School Kitchens		1.000	0.780		1.780

Devolved Formula Capital 2014-15			2.543		2.543
Total Children and Young People	61.061	55.685	25.516	8.856	151.118
Environment					
Transport-including 2014/15 starts	64.416	100.576	72.271		237.263
Environment Other					
Starts pre 2014-15					
Guild Wheel	0.080	0.000	0.000		0.080
Ingol HWRC	0.022	0.000	0.000		0.022
Environmental, Recreational and Community	0.107	0.000	0.000		0.107
Other Waste Infrastructure Projects	0.000	2.807	5.000		7.807
New Starts 2014-15					
Environmental, Recreational and Community		0.080			0.080
Total Environment	64.625	103.463	77.271		245.359
Corporate					
Marton estate	0.040	0.041			0.081
Area offices/Preston offices	7.092	2.377	0.135		9.604
The Globe relocation	0.241				0.241
Structural Maintenance	0.079	0.058	0.002		0.139
Structural maintenance	0.885	0.115	0.005		1.005
Energy and water conservation	0.050	0.136	0.040		0.226
Disabled Person needs 2013-14	0.035	0.016			0.051
Structural maintenance	0.926	0.279	0.145		1.350
Pensions Software	0.010				0.010
Strategic Partnership Improvement Plan	0.206				0.206
Fishergate	1.600	1.000	0.600		3.200
Economic Development pre 2014/15	3.391	2.472	0.500	0.833	7.196
Changing places for severely disabled adults pilots	0.100	0.200	0.200		0.500
Growing Places	8.677	4.953	0.281		13.911
ISSIS replacement (Integrated Social Services Information System)	7.100	4.694		0.172	11.966
New starts 2014-15					0.000
Energy and water conservation		0.200	0.300		0.500
Disabled Person needs		0.063			0.063
Structural maintenance		1.350			1.350
Economic development		1.568	1.432		3.000
Local Infrastructure Fund (£1m LCC contribution in Economic Development Programme)		11.500			11.500
Total Corporate	30.432	31.022	3.640	1.005	66.099
Lancashire County Commercial Group (LCCG)					
Care Home Maintenance	0.530	0.066			0.596
Vehicle replacement Programme 2013-14	4.000	1.637			5.637
New starts 2014-15					
Vehicle replacement Programme 2014-15		3.200			3.200
Total LCCG	4.530	4.903	0.000	0.000	9.433
TOTAL PROGRAMME	163.657	198.675	114.344	13.835	490.511

Budget Scrutiny Working Group

Response to Cabinet

The Budget Scrutiny Working Group (BSWG) has given detailed consideration to the proposals made by the Cabinet for the Budget in 2014/15. The BSWG would like to thank the Cabinet Members and officers who attended the meetings of the BSWG for their time and their open and honest responses to the questions and challenges posed by the group.

The BSWG recognises that the challenge facing the authority this year and in future years is on an unprecedented scale. The role of the BSWG is not to draw up an alternative budget, rather the approach of the BSWG has been to recognise that difficult decisions will have to be made, and to try to provide a "critical friend" viewpoint, to ensure the reductions in budgets and the reductions in service have been fully thought through, and the implications carefully weighed up across the whole of the budget. Members sought not to express views for or against individual proposals, but it should be noted that the views expressed by the BSWG as a body do not necessarily reflect individual views on all proposals.

The minutes of each of the meetings of the BSWG have been provided to the Cabinet members and the Executive Directors in order that the full set of comments could be considered. This report draws together the key findings and messages of the BSWG.

1. The extensive efforts undertaken by staff at all levels to find efficiencies – reducing costs without affecting services – have had a major impact and are warmly welcomed by the BSWG. Staff who have contributed via the "10% challenge" must be thanked for their efforts and their contribution.
2. A number of the proposals in relation to adult social care have been the subject of extensive challenge in other O&S Committees. This level of engagement is supported and appreciated, given the often very vulnerable nature of the people who will be affected. Monitoring the progress and implementation of these proposals is important, and should continue to be done through the appropriate channels, including overview and scrutiny. Given the scope of these changes it is important to ensure that the broader membership of the council is kept informed of developments.
3. The BSWG recognised that, in some areas of the council's work, there exists what was termed "a plethora of partnerships". Whilst undoubtedly these partnerships would have originally been created with good intentions, there appears to be significant areas of overlap. The BSWG welcomes the acknowledgement of this, and supports efforts to rationalise the council's partnerships across all services, recognising that this will bring savings in administration and management costs, whilst emphasising the importance of retaining the positive outcomes that have come out of successful partnerships

and the importance of mechanisms to support integration of services and the sharing of resources.

4. A number of proposals impact directly on schools and schools budgets, including proposals around CYP traded services, the review of early years services and responsibilities, and changes to school crossing patrol funding. The BSWG welcomes the positive approach taken by schools and the county council to discussions on these proposals, and recognises the need to maintain the excellent working relationships built up over many years to make sure the optimal balances are struck on schools and education budgets.
5. Progress made in recent years on attainment levels for Children Looked After was noted. Particular care must be exercised to ensure that steps to restructure the Virtual School do not adversely impact on this vulnerable group of children and young people.
6. The BSWG recognises the significant public concern expressed about the proposals to review bus subsidies. The BSWG recognises the current difficulties, and welcomes discussions with commercial bus operators about new models of provision. The BSWG anticipates that Cabinet will take into account all the responses to the consultation before making its final decisions, and requests that cabinet consider the option of reviewing evening and weekend services as part of a full review of each service, to involve local members and communities, on an individual basis as and when contracts approach expiry. The BSWG would also welcome efforts to involve public health partners in consideration of services to hospitals and which otherwise support the aims of improving health and wellbeing in the county.
7. The current Winter Service was recognised as having developed into an excellent service in recent years. Concern was expressed that budget proposals in this area should not compromise the ability of the county council to effectively keep Lancashire's road network open, particularly when there are abnormal adverse weather events. The continuing recognition of the differing needs of different parts of the County for this service was welcomed.
8. It is suggested that consideration be given to delegating responsibility for decisions on Local Initiative Fund (LIF) grants to 3 Tier Forums to ensure local involvement in decisions and also encourage joint working and the pooling of grant funding with districts. The BSWG would support any efforts which would enable the current level of Local Member Grants to be maintained.

Given the scale of the challenge that the council continues to face, members of the BSWG felt it would be appropriate and beneficial for the group to continue to meet throughout the year. Further work on how the BSWG can most appropriately engage with budgetary issues, without causing any overlap with other member bodies involved in the management, monitoring and scrutiny of the council's changing policies and budget provision will be undertaken.

Notes**Appendix A**

Membership – County Councillors:

Alyson Barnes (Chair); Lorraine Beavers; Geoff Driver; Stephen Holgate; Liz Oades; Alan Schofield; Bill Winlow

The BSWG held six meetings:

Date	Topics	In attendance
12 Nov 13	Planning and Scoping	<ul style="list-style-type: none"> Jo Turton, Interim Chief Executive
28 Nov 13	Adult Services, Health and Wellbeing	<ul style="list-style-type: none"> County Councillor Azhar Ali, Cabinet Member for Health and Wellbeing Stephen Gross, Executive Director ASHW
10 Dec 13	Children and Young People	<ul style="list-style-type: none"> County Councillor Matthew Tomlinson, Cabinet Member for Children, Young People and Schools Louise Taylor, Executive Director CYP
17 Dec 13	Environment	<ul style="list-style-type: none"> County Councillor John Fillis, Cabinet Member for Highways and Transport County Councillor Janice Hanson, Cabinet Member for Public Protection and Waste County Councillor Marcus Johnstone, Cabinet Member for Environment, Planning and Cultural Services Steve Browne, Acting Executive Director for the Environment Shaun Capper, Assistant Director Lancashire Highway Services Rick Hayton, Assistant Director, Strategic Network Management Tony Moreton, Assistant Director, Sustainable Transport Sue Procter, Assistant Director, Highways Operations
20 Jan 14	Office of the Chief Executive, Corporate, Property and updates on ASHW and Environment proposals	<ul style="list-style-type: none"> County Councillor Jennifer Mein, Leader of the Council County Councillor David Borrow, Deputy Leader of the Council Jo Turton, Interim Chief Executive Gary Pearse, Assistant Director of Property Stephen Gross, Executive Director ASHW Steve Scott, Head of Waste Management Ray Worthington, Head of Asset Management and Procurement
27 Jan 14	Updates on ASHW and Environment proposals Conclusions and preparation of the final response	<ul style="list-style-type: none"> Stephen Gross, Executive Director ASHW Tony Moreton, Assistant Director, Sustainable Transport Sue Procter, Assistant Director, Highways Operations

The BSWG was supported throughout by George Graham, Deputy County Treasurer

Living in Lancashire Survey

Budget consultation 2013

December 2013

Rebecca Robinson, Heather Walmsley and Mick Edwardson

January 2014

For further information on the work of the Corporate Research and Intelligence Team, please contact us at:

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1. Executive summary

This wave of the Living in Lancashire panel dealt with priorities for the county council's budget. The survey was sent by email or by post to all 2,676 members of the panel between 15 November and 6 December. The fieldwork ended on 23 December 2013. In total 1,266 questionnaires were returned, giving an overall response rate of 47%.

1.1. Key findings

Highest priority services for spending in the coming years

- **Services for older people** (60%), **repairing roads and bridges** (45%) and **primary and secondary education** (45%) are seen as the highest spending priorities for the coming years.

Lowest spending priorities in the coming years

- As in the 2012 and 2011 surveys, **museums** are seen as the service that should be the lowest priority for spending in the coming years (45%).
- **Country parks, open spaces and picnic sites** (28%), **adult education** (27%) and **welfare rights** (26%) are seen as the next lowest priorities.

Budget decisions

- Four-fifths of respondents agree that they appreciate that in the current climate there are difficult budget decisions that the county council needs to make (82%).

2. Introduction

Lancashire County Council has used Living in Lancashire regularly since August 2001 (formerly known as Life in Lancashire). A panel of willing participants is recruited and is approached on a regular basis to seek their views on a range of topics and themes. Panel members are voluntary participants in the research they complete and no incentives are given for completion.

The panel has been designed to be a representative cross-section of the county's population. The results for each survey are weighted in order to reflect the demographic profile of the county's population.

The panel provides access to a sufficiently large sample of the population so that reliable results can be reported at a county wide level. It also provides data at a number of sub-area and sub-group levels.

Each wave of Living in Lancashire is themed. Firstly, it enables sufficient coverage on a particular topic to be able to provide insight into that topic. And secondly, it comes across better to the residents completing the questionnaires if there is a clear theme (or 2-3 clear themes) within each survey.

The panel is refreshed periodically. New members are recruited to the panel and some current members are retired on a random basis. This means that the panel remains fresh and is not subject to conditioning ie the views of panel members become too informed with county council services to be representative of the population as a whole.

3. Research objectives

The objective of this consultation is to obtain an indication of the service areas that residents believe should be budget priorities for the coming years.

This work follows on from previous yearly budget consultations that have taken place since 2003.

4. Methodology

This wave of Living in Lancashire research was sent to 2,676 members of the panel between 15 November and 6 December. The closing date was 23 December 2013.

The survey was conducted through a postal questionnaire, and an online version of the same questionnaire being emailed to members who had previously requested to take part online. The postal questionnaire was sent to 1,774 members and the online questionnaire was sent to 902 members.

In total 1,266 questionnaires were returned, giving an overall response rate of 47%.

All data are weighted by age, ethnicity and district to reflect the Lancashire overall population, and figures are based on all respondents unless otherwise stated. The weighted responses have been scaled to match the effective response of 829, which is the equivalent size of the data if it had not been weighted and was a perfect random sample.

4.1. Limitations

The table below shows the sample tolerances that apply to the results in this survey. Sampling tolerances vary with the size of the sample as well as the percentage results.

Number of respondents	50/50 + / -	30/70 + / -	10/90 + / -
50	14%	13%	8%
100	10%	9%	6%
200	7%	6%	4%
500	4%	4%	3%
1,000	3%	3%	2%
2,000	2%	2%	1%

On a question where 50% of the people in a sample of 1,000 respond with a particular answer, the chances are 95 out of 100 that the answer would be between 47% and 53% (ie +/- 3%), versus a complete coverage of the entire Lancashire population using the same procedure.

The following table shows what the percentage differences between two samples on a statistic must be greater than, to be statistically significant.

Size of sample A	Size of sample B	50/50	70/30	90/10
100	100	14%	13%	8%
100	200	12%	11%	7%
500	1,000	5%	5%	3%
2,000	2,000	3%	3%	2%

(Confidence interval at 95% certainty for a comparison of two samples)

For example, where the size of sample A and sample B is 2,000 responses in each and the percentage result in each group you are comparing is around 50% in each category, the difference in the results needs to be more than 3% to be statistically significant. This is to say that the difference in the results of the two groups of people is not due to chance alone and is a statistically valid difference (eg of opinion, service usage).

For each question in the survey, comparisons have been made between different sub-groups of respondents (eg age, gender, disability, ethnicity, geographic area) to look for statistically significant differences in opinion. Statistically valid differences between sub-groups are described in the main body of the report.

In charts or tables where responses do not add up to 100%, this is due to multiple responses or computer rounding.

5. Main research findings

5.1. Priorities for spending

The budget consultation questionnaire gave the proportion of spending and the actual expenditure on a wide range of services Lancashire County Council provides. It gave details on county council expenditure in 2013/14 and the sources of county council finances. It also informed panel members of the county council plans for the following years.

Panel members were then given a list of county council services and asked which three or four should be the highest spending priorities for the coming years. These priorities are shown on chart one.

Services for older people including care in their own homes and in residential homes (60%), **repairing roads and bridges** including emergencies and fixing potholes (45%) and **primary and secondary education** (45%) are the highest priorities.

Crime prevention, working with partner organisations to help prevent crime and disorder and reduce the fear of crime (39%) and **children's social care**, protecting vulnerable children (33%) are the next highest priorities.

The same options were given on the budget questionnaires in 2012 and 2011, enabling the priorities to be compared over time. The current results are broadly similar to those in the last two years, showing the public's spending priorities are remaining fairly consistent over time.

5.1.1 Individual services - high priority for spending

Services for older people

Services for older people are a higher priority for those aged 60 years and over (68%).

Repairing roads and bridges

Repairing roads and bridges is a high priority for all groups. It is the highest priority for respondents in Wyre (63%).

Primary and secondary education

Primary and secondary education is a high priority for those aged 25 to 44 years (52%). While still a priority, it is less important for those aged 45-59 years (43%) or 60 years or over (40%). Also, where respondents have children in the household it is a higher priority (62%) compared to households without children (39%).

Crime prevention

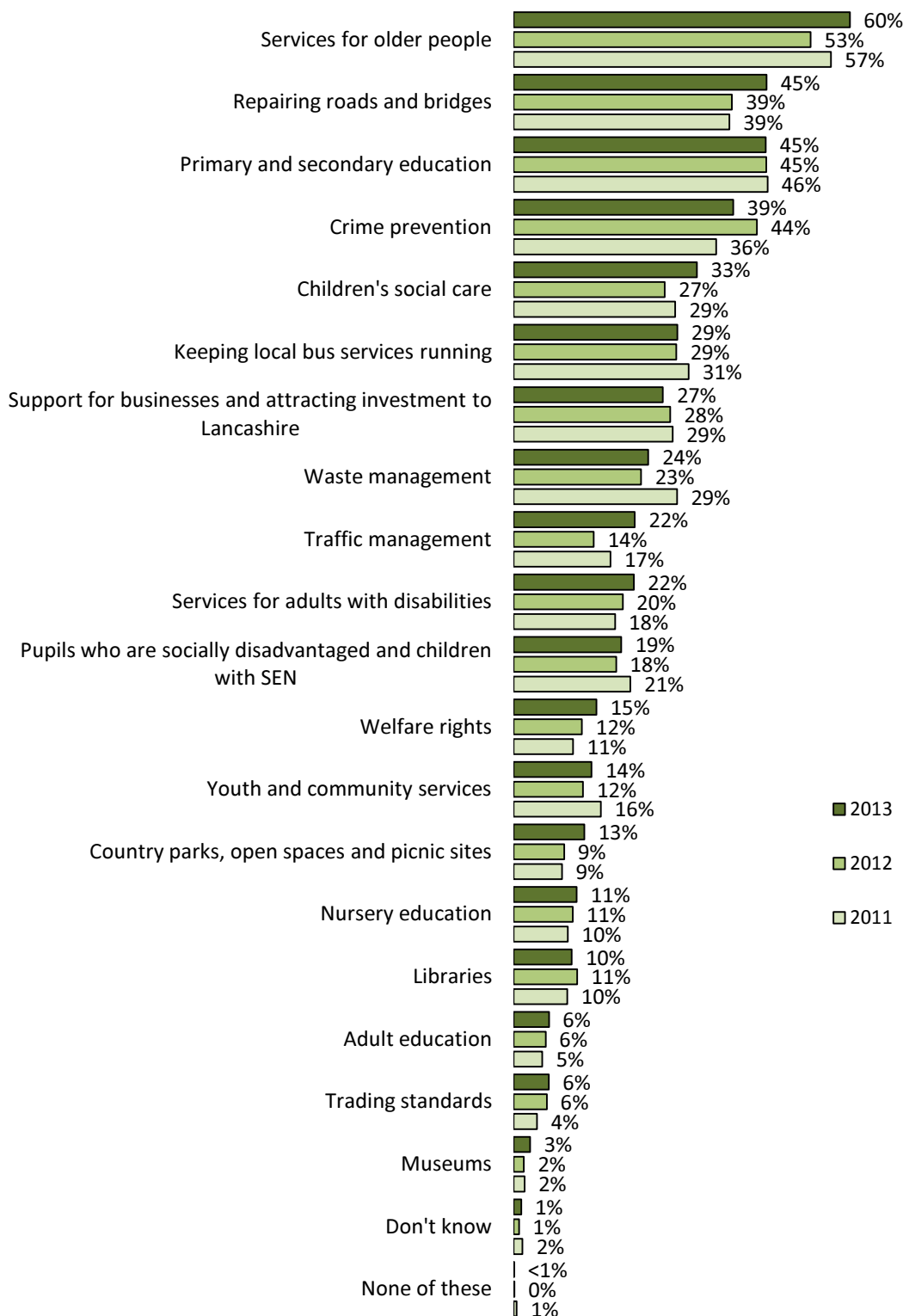
Although still a high priority, a smaller percentage of respondents identified crime prevention as a priority in 2013 (39%) compared to 2012 (44%).

Other services

Keeping local bus services running is more of a priority to respondents aged 60 and over (39%) and disabled respondents (36%).

Welfare rights are more likely to be a high priority for respondents from the lower socio-economic groups (C2 20% and DE 29%). Pupils who are socially disadvantaged and children with SEN are also more likely to be a high priority for respondents from socio-economic group DE (39%).

Chart 1 - Which three or four of the following services should be the highest priorities for spending in the coming years?



Base: all respondents (unweighted 1,230, weighted 854)

From the same list of county council services, respondents were then asked to name the services that should be the lowest priorities for spending. The lowest priorities are shown on chart two.

As in the 2012 and 2011 surveys, **museums** are seen as the service that should be the lowest priority for spending in the coming years (45%). **Country parks, open spaces and picnic sites** (28%) is the next lowest priority. **Adult education** (27%), **welfare rights** (26%), **trading standards** (24%), and **libraries** (22%) are also seen as relatively low priorities.

5.1.2 Individual services - low priority for spending

Museums

Museums are consistently mentioned by all the different demographic groups as a low priority for spending.

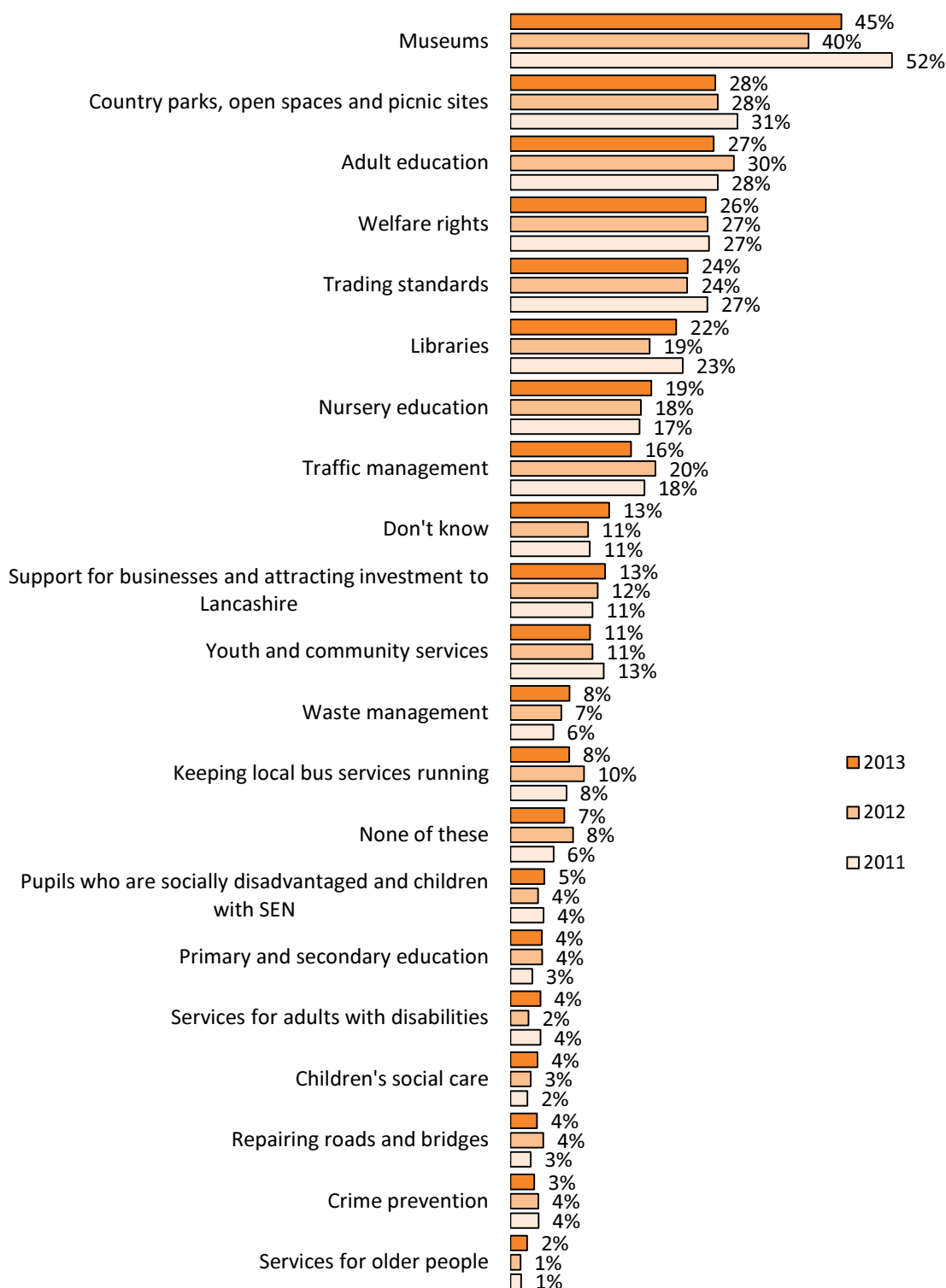
Country parks, open spaces and picnic sites

Disabled respondents (33%) and respondents aged 60 and over (40%) are more likely to rate country parks, open spaces and picnic sites as a low priority. Respondents with children in the household are less likely to choose country parks as a low priority (18%).

Welfare rights

The respondents who put welfare rights as a low priority are in the highest socio-economic group AB (40%) and respondents in full time employment (34%) or part time employment (33%). Disabled respondents are less likely to choose welfare rights as a low priority (19%).

Chart 2 - And which three or four of these services should be the lowest priorities for spending in the coming years?

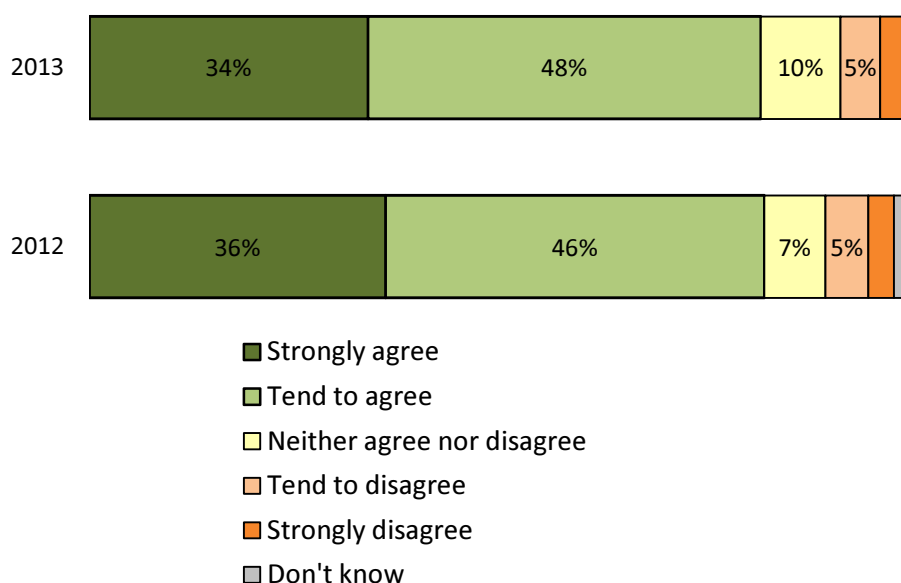


Base: all respondents (unweighted 1,151, weighted 800)

5.2. Budget decisions

For the past two years, panel members have been asked how strongly they agree or disagree with the statement 'I appreciate that in the current climate there are difficult budget decisions that the county council needs to make'. Four-fifths of respondents agree with the statement (82%). Responses to this question have not changed significantly since 2012.

Chart 3 - How strongly do you agree or disagree with the following statement? I appreciate that in the current climate there are difficult budget decisions that the county council needs to make.



Base: all respondents (unweighted 1,217, weighted 849)

Respondents in socio-economic group AB are more likely to agree with the statement (87%).

6. Appendix 1: Socio-Economic-Group Definitions

These groups are based on Market Research Society definitions and on the respondent. They are graded as A, B, C1, C2, D and E.

Group A

- Professional people, very senior managers in business or commerce or top-level civil servants
- Retired people, previously grade A, and their widows

Group B

- Middle management executives in large organisations, with appropriate qualifications
- Principle officers in local government and civil service
- Top management or owners of small business concerns, educational and service establishments
- Retired people, previously grade B, and their widows

Group C1

- Junior management, owners of small establishments, and all others in non-manual positions
- Jobs in this group have very varied responsibilities and educational requirements
- Retired people, previously grade C1, and their widows

Group C2

- All skilled manual workers, and those manual workers with responsibility for other people
- Retired people, previously grade C2, with pensions from their job
- Widows, if receiving pensions from their late partner's job

Group D

- All semi skilled and unskilled manual workers, and apprentices and trainees to skilled workers
- Retired people, previously grade D, with pensions from their late job
- Widows, if receiving pensions from their late partner's job

Group E

- All those entirely dependent on the state long term, through sickness, unemployment, old age or other reasons
- Those unemployed for a period exceeding six months (otherwise classified on previous occupation)
- Casual workers and those without a regular income

7. Appendix 2: marked up questionnaire

Which three or four of the following should be the highest/lowest spending priorities for spending in the coming years?		
	Highest priorities	Lowest priorities
Services for older people (including care in their own homes and in residential homes)	60%	2%
Repairing roads and bridges (including emergencies and fixing potholes)	45%	4%
Primary and secondary education	45%	4%
Crime prevention (working with partner organisations to help prevent crime and disorder and reduce the fear of crime)	39%	3%
Children's social care (protecting vulnerable children)	33%	4%
Keeping local bus services running	29%	8%
Support for businesses and attracting investment to Lancashire	27%	13%
Waste management (household waste disposal and recycling)	24%	8%
Traffic management (making road travel safer and reducing congestion)	22%	16%
Services for adults with disabilities	22%	4%
Pupils who are socially disadvantaged and children with special educational needs	19%	5%
Welfare rights (helping people get the financial support they are entitled to)	15%	26%
Youth and community services (activities and support for young people)	14%	11%
Country parks, open spaces and picnic sites	13%	28%
Nursery education	11%	19%
Libraries	10%	22%
Adult education	6%	27%
Trading standards (consumer protection)	6%	24%
Museums	3%	45%
Don't know	1%	13%
None of these	0%	7%
Unweighted base	1,230	1,151
Weighted base	854	800

How strongly do you agree or disagree with the following statement? I appreciate that in the current climate there are difficult budget decisions that the county council needs to make.	
Strongly agree	34%
Tend to agree	48%
Neither agree nor disagree	10%
Tend to disagree	5%
Strongly disagree	3%
Don't know	1%
Unweighted base	1,217
Weighted base	849

Lancashire County Council budget consultation 2014/15 - Lancashire 50Plus Assembly

Extract from minutes of the AGM held 3.12.13

Item: Financial Strategy: CC Borrow, Deputy Leader and Gill Kilpatrick, County Treasurer LCC.

CC Borrow outlined how the County Treasurer and himself were attending meeting across the county to explain the position in terms of the county councils financial strategy and the process through which groups will be consulted in terms of how possible savings can be made / achieved.

CC Borrow outlined how the normal process is for the budget to be agreed in February and implemented in April but the process is being brought forward to allow enough time to consult affected partners and community groups.

The County Council faces £300 million in savings over the next three financial years up to 2018 which represents 38% of the budget which is in addition to £220 million in the previous 3 years.

He then outlined the current budget proposals and potential areas of savings and asked the members of the Assembly to take up the opportunity to comment on the proposals.

It was agreed that members of the assembly would consult with their local forums and respond to the proposals either through Jason or directly to CC Borrow no later than the end of January 2014.

Individual responses from members of the 50Plus Assembly

The following comments are presented as a member of the Lancashire Over 50s Assembly on the County Council's proposed reductions for the period 2014 to 2018.

Reduction in the number of suppliers of domiciliary care - presumably savings can be made by reducing the number of separate contracts which have to be managed. However what safeguards will be put in place to prevent the formation of cartels in different parts of the County which would be used to control competition on prices?

Telecare - Savings of £4M can apparently be made in the field of Telecare. It is said that the current provision is sub-optimal but there is no indication of the reasons for it being sub-optimal. In order to make this level of saving the intention must be to replace direct domiciliary care with Telecare arrangements. What criteria will be used to move people from domiciliary care to Telecare? This will be the critical issue. There will need to be full consultation on the nature of those criteria.

Learning Disabilities - Supported Living. The projected savings of £12M seem very high but I note that the County Council; is currently embarking on what appears to be a full consultation on this proposal. Can I be assured of this?

Integration of Health and Social Care. There seem to be a confident assertion that savings of £8M can be made over the next 4 years but there is very little detail about the nature of those savings apart from the fact that there will be a need to set up Neighbourhood Care Teams involving of course some additional costs. We need to see much more information as to how these savings are to be achieved - a presentation to the Lancashire Over 50s Assembly on this subject would be helpful.

Full Cost recovery of Lancashire Adult Learning Service - Has the full potential impact of customer resistance been taken into account in quantifying the savings?

Day centre reductions. What progress has so far been made with obtaining access to community facilities to take the place of day centres? Are village halls and church halls being targeted as the obvious choices?

Changes in Social Care Funding. Do the County's proposals reflect the proposed Government changes to the funding of social care e.g. the £72000 cap and exempt accommodation element currently proposed at £12000? Or is it being assumed that the cap will not come into effect until 2018?

The achievability of the winter gritting savings are surely heavily dependent on weather conditions and the proposed cuts in bus shelters are a retrograde step in terms of promoting the use of public transport.

Finally, if the County is actually faced with the £300M level of reductions envisaged in the report drastic measures will be required amongst which, I would suggest, should be a consideration as to whether the time has come for the County area to consider whether it can still afford to continue its status as a two tier authority or whether it would be better to start thinking in terms of a two or three unitary authority structure for Lancashire.

Roger Rymer

Budget consultation

YouChoose Budget Calculator results

January 2014

Heather Walmsley and Rebecca Robinson

January 2014

For further information on the work of the Corporate Research and Intelligence Team, please contact us at:

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1. Executive summary

Over the next four years, the county council will have to make savings of £300m, the equivalent of 38% of the current budget. Of this, some £75m of savings will have to be made in 2014/15. Residents were invited to share their views on how to make £75m of savings in the next financial year by completing an online budget calculator. In total, 687 responses were received.

1.1 Key findings

- Respondents made a reduction in the overall current budget, on average, of 12%.
- Respondents made the highest proportional reductions in spending for libraries (23% reduction), museums (23%) and democracy (22%).
- Respondents made the lowest proportional reductions for highway maintenance (7% reduction), children's social care services (8%) and supporting collection services (9%).
- Services respondents were more likely to reduce spending for were democracy (94% of respondents), customer services, communication and public information (93%) and finance, Human Resources and Information Technology (93%).
- Services fewer respondents chose to reduce spending for were highway maintenance (71% of respondents), road safety (75%) and traffic management (75%).
- A small number of respondents chose to increase spending in a number of areas. The services respondents were most likely to increase spending for were highway maintenance (17% of respondents), traffic management (14%) and road safety (13%).
- The largest absolute reductions (ie the largest reduction by monetary amount) were services for people with a learning disability (£19m), older people (£16m) and waste recycling and recovery (£6m).
- Respondents were informed about ways the county council could bring in money or save money. Around three-quarters of respondents were in favour of improving efficiency of back office support (73%) and improving efficiency in the delivery of front line services (72%).
- Respondents' changes to the budget would produce a decrease in council tax, on average, of 7%.

2. Introduction

Over the next four years, the county council will have to make savings of £300m, the equivalent of 38% of the current budget. Of this, some £75m of savings will have to be made in 2014/15. Residents were invited to share their views on how to make £75m of savings in the next financial year by completing an online budget calculator. In total, 687 responses were received. The results should be treated as indicative only, as they do not form a representative cross-sample of Lancashire residents. Data are unweighted.

3. Methodology

YouChoose is an online budget simulator that encourages members of the public to consider where council budget cuts should fall, where efficiencies might be made, and where income might be generated.

YouChoose was available online from October until the start of December. It was promoted externally to members of the public through the Lancashire County Council website and press releases, and was promoted internally to Lancashire County Council employees on the intranet using team talk and staff notices.

4. Main research findings

Respondents made a reduction in the overall current budget, on average, of 12%.

Respondents made the highest proportional reductions in spending for libraries (23% reduction), museums (23%) and democracy (22%).

Respondents made the lowest proportional reductions for highway maintenance (7% reduction), children's social care services (8%) and supporting collection services (9%).

Table 1 Current budget (2013/14), average proposed spending and average proposed percentage change.

Service	Current budget	Average proposed spending	Average proposed percentage change
People with a learning disability	£137,120,000	£118,155,641	-14%
Older people	£125,661,000	£110,063,906	-12%
Child protection services	£64,935,000	£59,198,631	-9%
Waste recycling and recovery	£60,191,000	£53,908,581	-10%
Placements for looked after children	£47,676,000	£43,492,244	-9%
Support for bus services	£38,783,000	£34,061,136	-12%
People with physical disabilities or sensory impairment	£36,556,000	£31,754,736	-13%
Support for children in schools	£31,974,000	£28,698,476	-10%
Children's social care services	£30,340,000	£27,811,790	-8%
People with mental health needs	£29,329,000	£25,651,913	-13%
Highway maintenance	£27,488,000	£25,427,801	-7%
Supporting collection services	£25,552,000	£23,152,084	-9%
Democracy	£16,881,000	£13,122,405	-22%
Libraries	£15,974,000	£12,333,986	-23%
Finance, Human Resources and Information Technology	£14,458,000	£11,281,326	-22%
Landfill	£13,056,000	£11,520,253	-12%
Street lighting	£13,004,000	£11,622,395	-11%

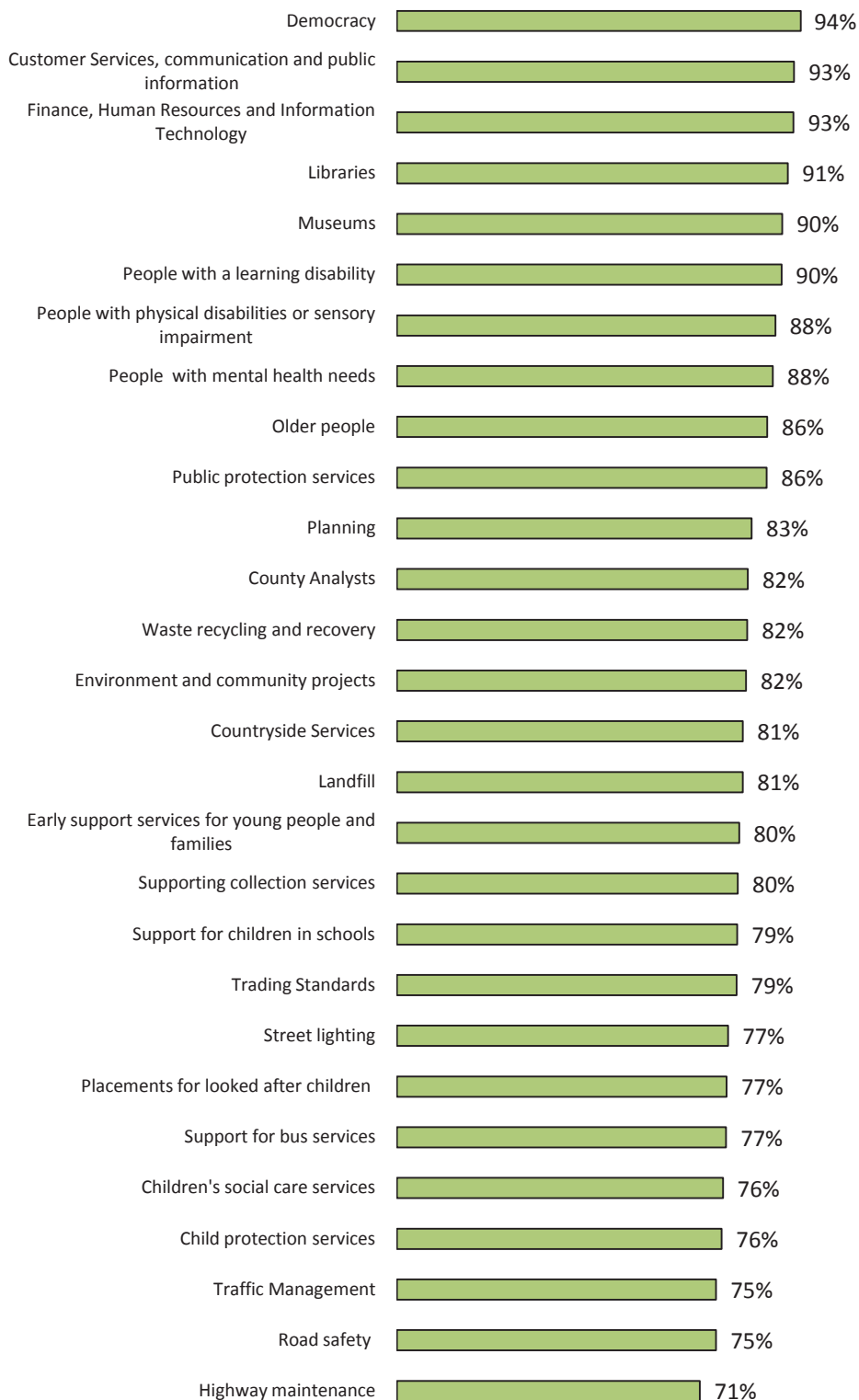
Early support services for young people and families	£12,648,000	£11,171,086	-12%
Customer Services, communication and public information	£9,931,000	£7,925,441	-20%
Public protection services	£4,249,000	£3,761,134	-11%
Road safety	£3,766,000	£3,252,927	-14%
Planning	£3,406,000	£2,878,690	-15%
Trading Standards	£2,722,000	£2,367,362	-13%
County Analysts	£2,702,000	£2,339,844	-13%
Countryside Services	£2,418,000	£2,085,493	-14%
Traffic Management	£2,162,000	£1,972,259	-9%
Museums	£1,945,000	£1,502,553	-23%
Environment and community projects	£1,418,000	£1,202,174	-15%
Total	£776,345,000	£681,716,270	-12%

Base: All respondents (687)

Services respondents were more likely to reduce spending for were democracy (94% of respondents), customer services, communication and public information (93%) and finance, Human Resources and Information Technology (93%).

Services fewer respondents chose to reduce spending for were highway maintenance (71% of respondents), road safety (75%) and traffic management (75%).

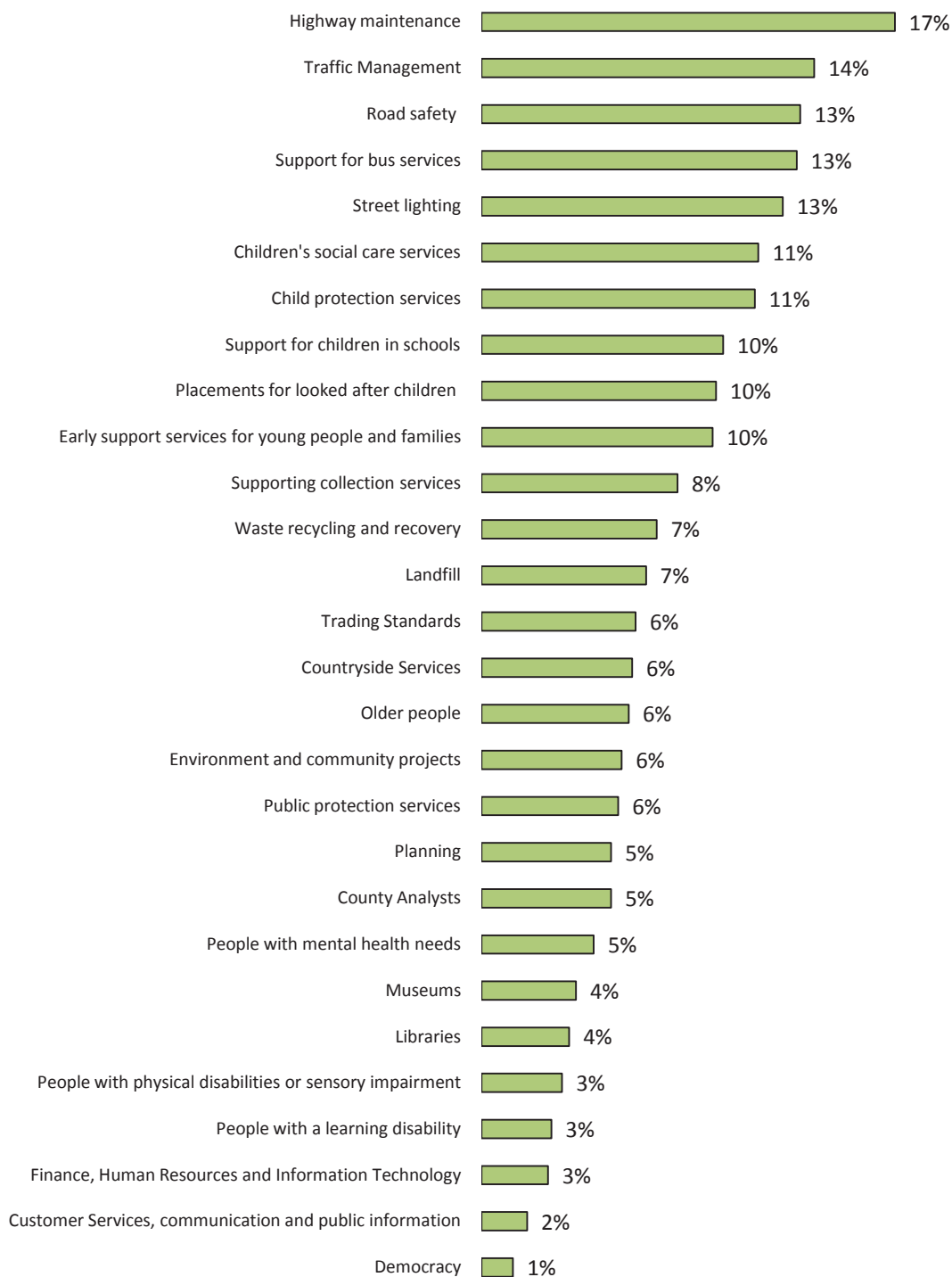
Chart 1 - % respondents who reduced each service budget



Base: All respondents (687)

A small number of respondents chose to increase spending in a number of areas. The services respondents were most likely to increase spending for were highway maintenance (17% of respondents), traffic management (14%) and road safety (13%).

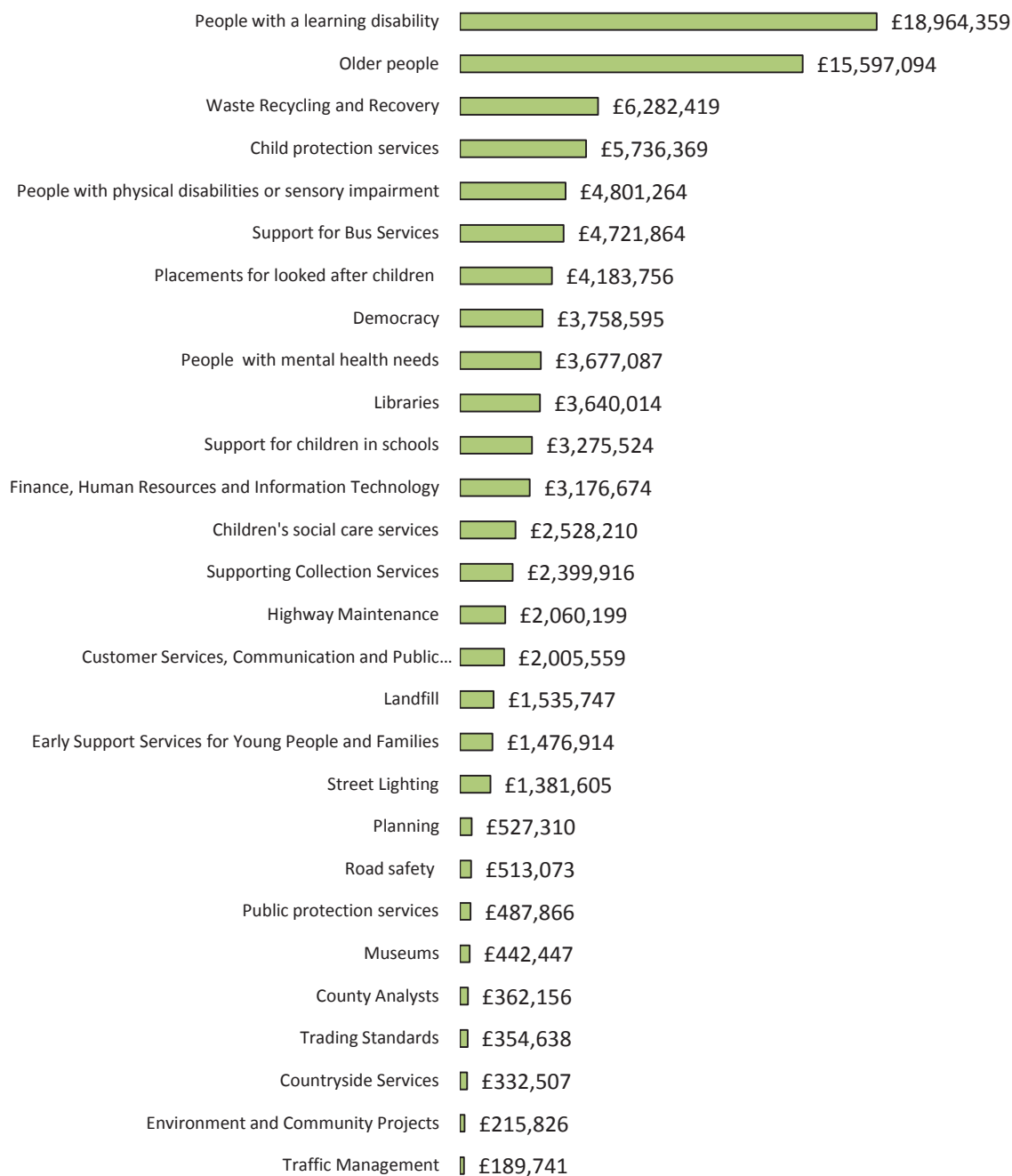
Chart 2 - % respondents who increased each service budget



Base: All respondents (687)

The largest absolute reductions (ie the largest reduction by monetary amount) were services for people with a learning disability (£19m), older people (£16m) and waste recycling and recovery (£6m). Although the two highest absolute reductions (people with a learning disability and older people) are much higher than the other service absolute reductions, as a percentage of the service budget (-14% and -12% respectively) they are not unusually high. The large absolute reductions are a consequence of having the largest service budgets.

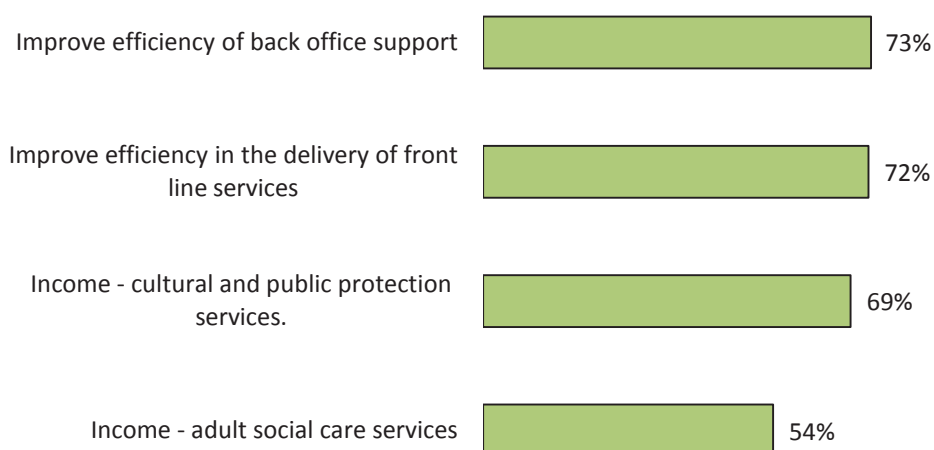
Chart 3 - Absolute average reductions for services



Base: All respondents (687)

Respondents were informed about ways the county council could bring in money or save money. Around three-quarters of respondents were in favour of improving efficiency of back office support (73%) and improving efficiency in the delivery of front line services (72%).

Chart 4 - % respondents supportive of increasing income/efficiency savings



Base: All respondents (687)

Council tax

Respondents' changes to the budget would produce a decrease in council tax, on average, of 7%.

Suggestions

Respondents were invited to leave any suggestions they had for saving money, or comments about YouChoose.

There were a lot of different ideas given, but the most common suggestions made were:

- cap/reduce senior management pay;
- reduce the number of middle managers;
- merge or collaborate resources with district councils;
- switch off or dim street lights when not needed;
- use video conferencing for meetings;
- reduce spending on councillor expenses; and
- cut cultural services, eg museums and libraries, or charge visitors.

The full text for all suggestions is in a separate appendix.

Responses from the 3 Tier Forums in connection with the consultation in November/December 2013 regarding the County Council budget for 2014/15.

Chorley 3TF – 18th November 2013

Mr Graham, Deputy County Treasurer, presented a detailed report regarding the nature of the financial challenge facing the County Council over the next few years and informed the meeting that the County Council was faced with making savings of around £300m over the next few years which was the equivalent of 38% of its current budget.

It was reported that in response to the increasing financial constraints the County Council had adopted a number of approaches, including a review of planning assumptions and forecasts which had led to a reduction of £17.4m in the level of savings required over the next four years. In addition a further £19.1m of efficiency savings had been identified over the next two years through a range of measures such as reducing supplies, squeezing costs, removing vacancies or reducing hours

In considering the report the following issues were discussed by members of the Forum and the public.

- In response to a query regarding street lighting it was reported that a programme of replacing existing lighting with the more efficient LED lighting was included in the capital programme. In addition it was proposed to dim or switch off street lighting in certain locations in order to reduce costs, though this would be in line with the requirements to maintain safety.
- The efficiency savings which had been made via the 10% challenge were noted though there was some concern that such savings could have an impact on certain vulnerable groups. The effectiveness of a recently introduced scheme of signing connected with parking restrictions in Charnock Richard was also questioned.
- It was suggested that in view of the unprecedented financial situation over the next few years it was vital that all political parties work together to find viable solutions. In response Mr Graham reported that the County Council had a cross party scrutiny task group in place which would look at any budget proposals before they were presented to the County Council.
- Whilst it was recognised that Directorates had been asked to identify savings it was suggested that they should also consider ways of raising additional revenue, for example by having advertising at Household Waste Recycling Centres. Mr Graham reported that there had already been a number of suggestions made which would result in some revenue being raised. However, he added that in many cases charges were already made for services and care needed to be taken that increasing existing charges or introducing new charges did not have a detrimental effect on use of those services. It was also noted that the current financial climate was having an impact on the individuals/organisations which the County Council could sell services to and that demand in certain markets was reduced.

- The need to avoid duplication of effort was discussed and it was noted that the County Council and District Councils did have a number of shared services.

It was reported that the comments of Forums would be taken into consideration when developing further proposals to meet the remainder of the savings requirement in 2014/15 which would be presented to the County Councils Cabinet in December and January and would be the subject of further consultation.

Agreed:

1. That the comments set out above be forwarded to the County Treasurer for consideration by the County Council's Cabinet as part of the process for finalising the 2014/15 budget proposals.
2. That any additional comments members of the Forum may have regarding the budget are forwarded to the Locality Officer for submission to the County Treasurer.

Fylde 3TF – 20th November 2013

County Councillor Borrow presented a detailed report regarding the above and informed the meeting that in response to the scale of the financial challenge facing the County Council consideration was being given to a number of approaches aimed at securing savings of around £300m over the next few years.

It was reported that a review of planning assumptions and forecasts had led to a reduction of £17.4m in the level of savings required over the coming four years, with an additional £19.1m of efficiency savings identified over the next two years. It was also noted that particular attention had been paid to services provided by the Adult Services, Health and Wellbeing Directorate and the Children and Young People's Directorate, both of which represented significant elements of the County Councils overall expenditure.

In considering the report the following issues were discussed by members of the Forum.

- It was reported that when identifying possible savings consideration had been given to statutory/non statutory services, the potential impact on service provision and issues such as need/deprivation. It was noted that the reshaping of some services, as set out in the budget proposals, would involve older people and were intended to support individuals to continue to live at home rather than moving into residential care provided by the County Council.
- Concern was expressed regarding the potential impact of the budget proposals on residents in Fylde and it was suggested that as the County Council and all District Councils faced significant financial pressures over the coming years it was important to identify further opportunities for joint working in order to secure

efficiencies and reduce costs whilst minimising as much as possible the impact on services.

- In response to a query regarding the future level of Council Tax it was reported that a referendum would only be required if the County Council were to set the Council Tax above 2%. It was noted that the 2% reduction in Council Tax from the previous year had made an impact on the availability of resources in relation to the 2014/15 budget.
- With regard to the predicted level of savings required it was noted that over the last 10 years the County Council had made significant improvements to its performance when compared with the national average for similar authorities. It was also suggested that continuing advances in areas such as technology could provide further opportunities for savings to be made in the future.
- It was noted that whilst inflation was currently low the forecast increase of costs for the County Council included a significant amount in terms of the prices paid to third parties. In response Ms Kilpatrick reported that in order to provide many of its services the County Council operated a range of contracts and would need to take account of any increase in inflation over the next four years. She added that how the County Council continued to work with other organisations would be taken into account as part of the proposed reshaping of some services.
- The level of savings secured via the County Council procurement arrangements was discussed and it was recognised that the current situation was unsatisfactory and was the subject of a review and that in the future the County Council would reframe its relationship with the contractor concerned.
- The availability of resources for winter gritting of roads was discussed and it was noted that whilst a specific allocation was made for the purposes of planning the budget there was recognition that in the event of severe weather conditions additional funding would be made available from reserves.
- In response to a query regarding the cost and effectiveness of 20mph speed limits it was reported that the programme for introducing such limits was due to finish in December 2013 and was felt would not only reduce accidents/injuries but also contribute towards savings for the County Council, emergency services and the NHS.

Agreed: That the comments of the Fylde 3 Tier Forum, set out above, are forwarded to the County Treasurer for consideration by the County Council's Cabinet as part of the process for finalising the 2014/15 budget proposals.

West Lancashire 3TF – 25 November 2013

Gill Kilpatrick presented a detailed report regarding the nature of the financial challenge facing the County Council over the next few years and informed the meeting that the County Council was faced with making savings of around £300m

over the next four financial years which was the equivalent to almost 40% of its current budget.

It was noted that the County Council was currently focussing on balancing the 2014/15 budget and this would enable time to be devoted to the huge challenge of downsizing the County Council to a new budget level of £640m by 2017/18. Members were informed that this reduction needed to be set within the context that between the years 2010 to 2017, the County Council would have had to make savings of over £0.5b.

It was reported that in response to the increasing financial constraints the County Council had adopted a number of approaches, including a review of planning assumptions and forecasts which had led to a reduction of £17.4m in the level of savings required over the next four years. In addition employees had identified a further saving of £19.1m through a 10% challenge to drive out waste and increase efficiency across the County Council. A number of areas totalling £17.4m had also been identified where the cost of being in business could be reduced, with no impact on the level or quality of services provided by the County Council to communities.

However, given the scale of the overall challenge facing the County Council it was clear that the level of savings required could not be achieved without impacting on services. The County Council was therefore undertaking a consultation exercise on a number of policy options and proposals for reshaping the way in which services would be delivered in the future.

In considering the report the following points were raised by members of the Forum:

- In view of the unprecedented financial situation over the next few years it was vital that the County and Borough Councils worked together to find viable solutions and to ensure no surprises.
- It would be helpful to receive a report on the effects of the budget reductions and the reshaping of services in West Lancashire. Members were informed that whilst some information could be provided e.g. commissioning plans, it would be difficult to provide information at a district level as many services and budgets were interlinked across the county.
- It was clear that the downsizing of the County Council's budget would result in a reduced workforce but the full effect on staffing numbers was not yet known.
- The £300m savings had been profiled over four years based on the combined increase in costs and reductions in resources from central government.
- The current budget proposals did not take into effect any assumptions around future council tax levels.

Burnley 3TF – 25th November 2013

County Councillor Borrow, Deputy Leader of the County Council, presented a report regarding the above and informed the meeting that in response to the financial challenges which the County Council faced over the next few years consideration was being given to a range of measures aimed at securing savings of around £300m. These measures included a review of planning assumptions/forecasts which

had led to a reduction of £17.4m in the level of savings required over the next four years, together with an additional £19.1m of efficiency savings identified over the next two years and a review of the County Councils accommodation which would generate £5m of savings by 2017/18.

It was also reported that a significant element of the budget proposals related to the reshaping of services in Adult Social Care which were intended to help support people to remain living at home rather than having to move into costly residential care.

In considering the report the following issues were discussed by members of the Forum.

- In response to a query regarding potential legal challenges arising from some of the proposals Mr Graham reported that any costs associated with a legal challenge to a decision made by the County Council would be funded from reserves. He added that potential risks, including challenges, would be taken into account by the Cabinet when formulating the budget early in the New Year and the County Council operated a robust risk assessment and equality impact analysis of proposals which was intended to take account of potential risks.
- It was reported that a number of local authorities had expressed concerns regarding their ability to set future budgets and the necessity of making some hard choices regarding services. County Councillor Borrow reported that for Lancashire when considering budget proposals particular attention had been paid to services provided by the Adult Services, Health and Wellbeing Directorate and the Children and Young People's Directorate, both of which represented significant elements of the County Council's overall expenditure.
- The proposal to reduce costs by closing waste transfer stations and landfill sites on Bank Holidays was discussed and it was noted that the Borough Council was also looking at reducing some of its costs by streamlining its waste collection services.
- Concern was expressed about the impact of the budget proposals on mental health services and it was reported that the County Council was looking at ways of making better use of available resources to support people in their own homes. It was also noted that the transfer of public health responsibilities/funding to the County Council via the Health and Wellbeing Board presented an opportunity for closer working with partners in order to provide a more effective/efficient service.
- In response to a query from a member of the public County Councillor Borrow informed the meeting that the intention was for the County Council to agree a budget for 2014/15 and then focus attention on reshaping services in order to achieve more significant savings over the period up to 2017/18. Whilst it was acknowledged that there would be difficult decisions to be made over the next few years it was recognised that the County Council had established a clear direction in relation to securing significant savings, reorganising existing services and seeking to maintain a high standard of service.

It was noted that the comments of the Forum would be taken into consideration when developing further proposals to meet the remainder of the savings requirement in 2014/15 which would be presented to the County Councils Cabinet in December and January and would be the subject of further consultation.

Agreed: That the comments of the Forum are forwarded to the County Treasurer and presented to the County Council's Cabinet for consideration as part of the process of finalising the 2014/15 budget proposals.

South Ribble 3TF – 28th November 2013

Lisa Kitto, Deputy County Treasurer, presented a detailed report regarding the nature of the financial challenge facing the County Council over the next few years and informed the meeting that the County Council was faced with making savings of around £300m over the next few years which was the equivalent of 38% of its current budget.

It was reported that in response to the increasing financial constraints the County Council had adopted a number of approaches, including a review of planning assumptions and forecasts which had led to a reduction of £17.4m in the level of savings required over the next four years. In addition a further £19.1m of efficiency savings had been identified over the next two years through a range of measures such as reducing supplies, squeezing costs, removing vacancies or reducing hours.

The County Council was gathering views from the Three Tier Forums to feed into the Budget process. The following comments and questions were raised by members of this Forum:

- In response to a question about assumptions being made regarding the level of Government grants, it was acknowledged that there was some uncertainty, especially in years three and four of the Budget. Members were assured that the Budget was as robust in this regard as it was possible to be.
- In response to a question about the impact on South Ribble of the County Council's decision regarding Preston Bus Station, it was explained that funding was largely from the Capital Fund. It was recognised that there was a potential impact on the Revenue Budget, but it was unclear at this stage what that impact would be, however, it was hoped that the Bus Station would operate on a commercial basis and become a source of income rather than a drain on the Budget.
- It was difficult to disaggregate the Budget and its impact on the District, but as the County Council moved forward matters would become clearer. The Forum was assured that the County Council would continue to work closely with the Districts. It would be helpful if Districts would share their Budget plans with the County Council also.

- It was confirmed that the County Council was in detailed negotiations regarding the waste PFI contract which was a significant budget pressure; reducing that pressure was a priority for the County Council.

Ribble Valley 3TF – 2nd December 2013

Ms Kitto, Deputy County Treasurer, informed the meeting that over the next few years the County Council would continue to face significant financial challenges and that in addition to the £217m of savings the County Council had already delivered, a further £300m needed to be found which was equivalent to 38% of the current budget. The Forum were informed that the County Council had adopted a structured approach which was intended to secure savings of around £300m over the next four years. These measures included a review of planning assumptions/forecasts in the light of more recent information which had resulted in a reduction of £16.7m, a full staff engagement process called 'The 10% Challenge' to identify any further efficiencies which had generated £19.1m of savings and a review of other costs within the business which had identified savings of £17.4m.

The Forum was informed that the County Council's Cabinet had approved the beginning of a consultation on a number of policy options and proposals for reshaping the way in which savings are delivered. Proposals for reshaping services totalling £32.3m had been put forward for consultation as had policy options totalling £30m. Ms Kitto reported that there still remained a gap of £26.8m in 2014/15 and that officers had been asked to develop options to meet the remainder of these savings requirements.

It was noted that the intention was for the County Council to agree a balanced budget for 2014/15 which would then enable attention to be focussed on a more significant restructuring of the County Council in order to achieve the budget level required for 2015/16 onwards.

In considering the report the following comments were made by members of the Forum.

1. Concern was expressed regarding the financial implications of decisions by the County Council regarding the bus station in Preston and the potential reopening of two Household Waste Recycling Centres which were felt would impact on the capital budget and draw funding away from existing services.
2. In response to the suggestion that the 10% challenge had in reality only identified around 3% of efficiency savings Ms Kitto clarified that the challenge had focussed on those budgets which could be influenced. The Forum were also advised that some services were able to identify savings greater than 10% but that these were largely of a policy nature and had therefore been captured in the policy options list.
3. The potential impact of savings on Ribble Valley was discussed and Ms Kitto reported that as the current policy options being explored were at a County wide level it was not possible to identify how this would influence services in specific

Districts. Whilst it was acknowledged that there would be some impact on services it was noted that this would depend on the phasing of changes, with some taking effect in 2014/15 while others would only take effect over the following years.

Details of the current level of County Council spending on services in the Ribble Valley were requested and Ms Kitto undertook to provide the information outside of the meeting.

4. It was noted that the report referred to the reductions in local government resources of 8% in 2014/15 and 13.1% in 2015/16 followed by further reductions over future years and there was some concern regarding the impact this would have on both the county Council and the borough Councils own budget. Ms Kitto reported that the County council was monitoring the situation and would review existing figures and estimates as more information regarding the Government settlement became available.
5. It was suggested that whilst initial savings had been identified future years would present serious challenges and would require difficult decisions to be made in relation to services. Concern was expressed in relation to the potential impact in the future on vulnerable people and it was noted that the future reshaping of the County Council would inevitably lead to a reduction in the number of employees and that care would need to be taken as to how that would impact on services.
6. A request was made for any decisions regarding reductions to services to be made on a evidence based, equitable basis across all Districts and for consideration to be given to the level of deprivation in rural communities in Ribble Valley as well as urban areas elsewhere.

Agreed:

1. That the comments of the Forum are forwarded to the County Treasurer and presented to the County Council's Cabinet for consideration as part of the process of finalising the 2014/15 budget proposals.
2. That members of the Forum are provided with details of current County Council spending in Ribble Valley outside of the meeting.

Preston 3TF – 2nd December 2013

No comments were made

Rosendale 3TF – 4th December 2013

Mr Graham, Deputy County Treasurer, informed the meeting that the County Council was facing significant financial challenges over the coming years due to a reduction by the Government in public spending combined with increasing costs in areas such

as inflation, pensions and the demand on services of an increasingly older population.

As a result the County Council was faced with making savings of around £300m over the next few years and had adopted a number of approaches to achieve this, including a review of planning assumptions/forecasts which had led to a reduction of £17.4m in the level of savings required over the next four years and the identification of £19.1m of efficiency savings over the next two years through measures such as reducing the level of supplies, squeezing costs, removing staff vacancies or reducing their hours.

It was noted that the County Councils strategy was to initially set a balanced budget for 2014/15 and then work towards achieving the necessary savings moving towards 2017/18 which would involve reshaping many of the Councils services.

When considering the report the following issues were discussed by members of the Forum and the public who were present.

- a) It was suggested that in the future it was vital that the County Council ensure it received value for money in relation to the investment it made into the provision of services.
- b) It was suggested that the County Council should not neglect areas such as the arts which brought investment into Lancashire and recognise that the recent transfer of responsibility for public health from the NHS to the County Council provided a valuable opportunity to work with partner organisations in the Voluntary Sector to provide quality services at a reduced cost.
- c) The introduction of the Living Wage and its importance in terms of the local economy was discussed and it was noted that the County Council had adopted the Living Wage for its own employees.
- d) With regard to the cost for the public in contacting the County Council it was reported that the Cabinet was due to consider a proposal to begin using 0300 numbers for services which was cheaper than the existing 0845 numbers.
- e) Greater use of telecare services were discussed though it was recognised that previously such services had not operated satisfactorily in areas of the Borough such as Turn Village. In view of the geographical nature of the Borough it was suggested that services based on land lines rather than mobile services should be pursued.
- f) It was acknowledged that learning from recent reviews of procurement activity undertaken by the County Council's Internal Audit Service would inform its work for the Borough Council.
- g) Concern was expressed regarding the financial implications of the County Council decision in relation to the bus station in Preston which it was felt would impact on the capital budget and draw funding away from other parts of the County. In response the Chair stated that the County Council was committed to

the provision of a new bus station in Rawtenstall which would accommodate public transport demands in the Borough.

- h) There was also concern about the prospect of severe winter conditions and the impact that would have on traffic flows in the Borough. In response the Chair reported that the County Council had allocated funds for winter service and would grit main road routes.

It was reported that comments from the meeting would be taken into consideration when developing further proposals to meet the remainder of the savings requirement in 2014/15 which would be presented to the County Councils Cabinet in December and January and would be the subject of further consultation in due course.

Agreed: That the comments set out above be forwarded to the County Treasurer for consideration by the County Council's Cabinet as part of the process for finalising the 2014/15 budget proposals.

Wyre 3TF – 5th December 2013

County Councillor David Borrow, Deputy Leader of Lancashire County Council, and Lisa Kitto, Deputy County Treasurer, Lancashire County Council, attended to present to the Forum the County Council's financial strategy 2014/15- 2017/18, including the challenge facing the council and the initial proposals made by the Cabinet for consultation.

The Forum noted the presentation

Pendle 3 TF – 9 December 2013

Lisa Kitto presented a detailed report regarding the nature of the financial challenge facing the County Council over the next few years and informed the meeting that the County Council was faced with making savings of around £300m over the next four financial years which was the equivalent to almost 40% of its current budget.

It was noted that the County Council was currently focussing on balancing the 2014/15 budget and this would enable time to be devoted to the huge challenge of downsizing the County Council to a new budget level of £640m by 2017/18. Members were informed that this reduction needed to be set within the context that between the years 2010 to 2017, the County Council would have had to make savings of over £0.5b.

It was reported that in response to the increasing financial constraints the County Council had adopted a number of approaches, including a review of planning assumptions and forecasts which had led to a reduction of £17.4m in the level of savings required over the next four years. In addition employees had identified a further saving of £19.1m through a 10% challenge to drive out waste and increase efficiency across the County Council. A number of areas totalling £17.4m had also

been identified where the cost of being in business could be reduced, with no impact on the level or quality of services provided by the County Council to communities.

However, given the scale of the overall challenge facing the County Council it was clear that the level of savings required could not be achieved without impacting on services. The County Council was therefore undertaking a consultation exercise on a number of policy options and proposals for reshaping the way in which services would be delivered in the future.

In considering the report the following points were raised by members of the Forum:

- It was clear that the downsizing of the County Council's budget would result in a reduced workforce but the full effect on staffing numbers was not yet known. Officers agreed to circulate details about the number of staff currently employed by the County Council.
- A concern was expressed that young and elderly people would be most affected by the budget reductions. However, it was recognised that the budgets in these areas were larger than most other County Council budgets.
- Concerns were also expressed about the need to protect and indeed improve services for people suffering from dementia.
- A suggestion was made that the County Council should look to have a flatter management structure.
- It was important to keep the public informed about the reshaping of services.
- In view of the unprecedented financial situation over the next few years it was vital that the County and Borough Councils worked together to find viable solutions including shared services.
- It was felt that some borough councils may not survive and that the financial pressures facing all local authorities could pave the way for an increased number of unitary authorities across Lancashire.

Members were invited to submit any other suggestions to the County Council to help the authority to reshape its services.

Lancaster 3TF – 9th December 2013

County Councillor David Borrow, Deputy Leader of Lancashire County Council, Dave Ainscough, Head of Finance (Environment), and Steve Freeman, Head of Financial Planning and Research, Lancashire County Council, attended to present to the Forum the County Council's financial strategy 2014/15- 2017/18, including the challenge facing the council and the initial proposals made by the Cabinet for consultation.

The Forum noted the presentation, and made the following comments:

- Support was given for the review of grants, particularly Local member Grants, noting that some aspects of monitoring and administration could be reduced, particularly for grants of small amounts. It was suggested that opportunities for joint administration of grants with the district council should be considered.
- It was noted that, whilst other authorities had implemented schemes to make pay savings such as all staff taking unpaid leave for a number of days, this was not currently a suggestion being pursued by the County Council
- The proposals connected with fostering, the Recommissioning of Mental Health Services and Learning Disability Remodelling Supported Living were highlighted as areas where great care would need to be taken to ensure that there was no detrimental impact on vulnerable service users.

Resolved: That the comments of the Forum be fed back to the County Council's Cabinet as part of the budget development process.

Hyndburn 3TF – 11th December 2013

County Councillor Borrow, Deputy Leader of the County Council, presented a detailed report regarding the above and informed the meeting over the coming years the County Council would continue to face significant financial challenges and that in addition to the £217m of savings which the County Council had already delivered, a further £300m would need to be found.

As a result the County Council had adopted a structured approach which was intended to secure around £300m of savings over the next four years and included a review of planning assumptions/forecasts in the light of more recent information which had resulted in a reduction of £16.7m. In addition engagement with staff through the '10% Challenge' had identified further efficiencies which had generated £19.1m of savings and a review of other costs within the business which had identified savings of £17.4m. The Forum was informed that the County Council's Cabinet had approved a consultation on a number of policy options and proposals for reshaping the way in which savings are delivered. Proposals for reshaping services totalling £32.3m had been put forward for consultation as had policy options totalling £30m. However, it was noted that there was still a gap of £26.8m in 2014/15 and that officers had been asked to develop options to meet the remainder of these savings requirements.

County Councillor Borrow reported that the intention was for the County Council to agree a balanced budget for 2014/15 which would then enable attention to be directed towards a more significant restructuring of the County Council in order to achieve the budget levels that were required moving forwards to 2017/18.

In considering the report the following comments were made by members of the Forum.

- In response to a query regarding the County Councils decision to implement the Living Wage it was confirmed that any potential impact would be mitigated by the phased introduction of the Living Wage from 2014/15 onwards .
- Subsidised bus services were discussed and in response to concerns regarding the potential impact of certain services being lost it was reported that in the future the County Council would be seeking to develop contracts with operators so that profitable routes would help to maintain services on less profitable routes. It was also proposed to increase funding for community transport schemes which would assist vulnerable people by providing door to door transport.

Agreed: That the comments of the Hyndburn 3 Tier Forum, as set out above are forwarded to the County Treasurer for consideration as part of the process of finalising the County Councils budget proposals for 2014/15

The Police and Crime Commissioner for Lancashire



County Councillor Jennifer Mein
Leader
Lancashire County Council
P O Box 78
County Hall
PRESTON
PR1 8XJ

Please ask for: Clive Grunshaw
Telephone: 01772 533587
Email: commissioner@lancashire-pcc.gov.uk
Our Ref: PCC / GOV / sps
Date: 3rd February 2014

Dear Jennifer

The County Council's Budget 2014/15

Thank you for your letter of the 10th January, 2014, (ref: JM/DG/AP).

I am grateful for the opportunity to comment on the County Council's Budget proposals for the forthcoming financial year.

As with all public services, including the police, as a result of the scale of cuts being faced, I appreciate that we have now reached the point where consideration has to be given to whether functions, previously seen as vital, have to be cut.

The further cuts will be incredibly difficult to find and, as I am sure you appreciate, some very difficult decisions will need to be made about what services can continue to be provided.

It is no longer the case that the Local Authority can adapt and continue to perform at the same level. The latest round of cuts has put services in the County under threat, and has undermined the work that the Authority does to protect its residents, at a time when we have already been cut to the bone.

Having said that, in particular, I would like to voice my support for the proposals to drive £3 million of funding into 'early intervention' in the County.

Helping our most vulnerable families at an early stage is of significant importance if we are to avoid greater problems in the future, and I applaud the County Council for their commitment to 'early intervention'.

Alongside the Constabulary, I look forward to working with the County Council as we take this project forward – I am certain that it will have extensive benefits for Lancashire's residents.

Clive Grunshaw Police & Crime Commissioner for Lancashire
PO Box 653, PRESTON, PR2 2WB
www.lancashire-pcc.gov.uk



As you will be aware, I am also currently consulting on my Budget proposals for 2014/15 – my proposals were presented to the Police and Crime Panel on the 27th January, 2014, when I indicated my intention to increase the Council Tax precept up to the maximum allowed as part of the referendum limits to be announced by the Government later this month – based on provisional limits, this would also see an increase of 1.99%.

A copy of the relevant report is attached.

I am grateful for your support at the Panel meeting but, if you wish to offer any further comments on my proposals, I would be pleased to hear from you, by no later than Friday the 14th February, 2014.

Many thanks for taking the time to write to me.

Yours sincerely

Clive Grunshaw
Police and Crime Commissioner for Lancashire

The Lancashire Combined Fire Authority

From: SHQ - Mattinson, Keith [<mailto:KeithMattinson@lancsfirerescue.org.uk>]

Sent: 03 February 2014 13:43

To: Kilpatrick, Gill

Subject: COUNTY BUDGET CONSULTATION

Hi Gill

I have been passed Jennifer Meins budget consultation letter dated 10 January relating to next years budget. The Fire Authority recognise the impact that funding cuts are having on all aspects of Local Government, and in that respect the County budget and savings requirements are reflected in our own budget. We note the position in terms of next years budget and specifically your approach to ensuring you have sufficient reserves to meet future restructuring requirements. From a council tax perspective you are clearly in a similar position to ourselves whereby you are trying to balance long term budget/funding requirements of the organisation with the desire to limit council tax increases, whilst still not knowing the referendum limit. As such we note the Councils current intention to increase council tax in line with the eventual referendum limit.

Regards

Keith Mattinson

Director of Corporate Services

Lancashire Fire & Rescue Service

Tel 01772 866804

 [Lancashire Fire and Rescue Service](#)

 [@LancashireFRS](#)

 www.lancsfirerescue.org.uk

Trade Union Budget Consultation

Note of the Meeting held on Monday, 13th January, 2014 at 1.00 pm in Cabinet Room 'C' - The Duke of Lancaster Room, County Hall, Preston

Present:

Chair

County Councillor Jennifer Mein, Lancashire County Council

Members

County Councillor Geoff Driver CBE, Lancashire County Council
County Councillor Bill Winlow, Lancashire County Council

Officers

Jo Turton, Interim Chief Executive (LCC)
George Graham, Deputy County Treasurer (LCC)
Deborah Barrow, Head of Employment Services (One Connect Limited)

Representing the Trade Unions

Elaine Cotterell, UNISON Branch Secretary
Sam Ud-din, National Union of Teachers
Pat Grant, UNISON Regional Officer
Corinne Stott, UNISON
Mac Harrison, NASUWT
Sid Graves, Unite the Union
Liz Laverty, Secondary Headteachers Association
Mr Bob Waring, Association of Teachers and Lecturers
Francesca Sullivan, Unite

1. Apologies for Absence

Apologies for absence were received from County Councillor David Borrow, Deputy Leader, Lancashire County Council, Mr Leslie Ridings, Association of Teachers and Lecturers and Leslie Turner, National Association of Headteachers.

2. The County Council's Budget 2014/15 to 2017/18 (As presented to Cabinet on 9 January 2014)

Welcome and Introductions

The Leader, County Councillor Mein, welcomed the Trade Union representatives and explained that the purpose of the meeting was to consult with the Trade Unions on the Cabinet's budget proposals and resolutions for 2014/15 to 2017/18 which were circulated to Trade Union representatives prior to the meeting with their comments invited.

George Graham, Deputy County Treasurer, Lancashire County Council outlined the key points of the budget report and explained that between now and April 2016 that the County

Council budget will reduce to £500 million and that the budget is being set in accordance with meeting that target. This target equates to a £300 million saving, or roughly 40% of the budget.

Comments made by the Trade Union Representatives included the following:

- The Trade Unions welcomed the opportunity to discuss the Budget, and asked that they are consulted on staffing proposals as the County Council changes and reduces in size. The Leader of the County Council confirmed they would continue to consult and communicate with the Trade Unions at the appropriate times moving forward, and a report on Workforce Impact would be shared with the Trade Unions when that is ready.
- The Trade Unions were pleased that that the overall reductions in the County Council workforce had, to this point, been managed with nearly all redundancies being on a voluntary basis, and welcomed that approach continuing in the future.

3. Budget Resolutions of Cabinet Meetings - November 2013, December 2013 and January 2014

The Trade Unions noted the Budget resolutions circulated, and tabled, from November 2013, December 2013 and January 2014.

4. The Schools Budget for 2014/15

George Graham gave a brief outline of the Schools Budget report for 2014/15. General comments were made by the Trade Union representatives regarding the schools budget, it was noted that the Trade Unions were being consulted through the Schools Forum and that the School Forum would meet on 14 January 2014 to agree recommendations regarding the Schools Budget for formal approval by the Cabinet Member for Children, Young People and Schools .

The Trade Unions commented that they valued a number of the services provided to schools by the County Council, such as Human Resources support and Inclusion Service and hoped that the good service provided will continue in light of the overall reductions to the County Council's budget. It was commented that some Schools could be willing to use some of their own budget to pay for services that they value.

In conclusion, County Councillor Mein thanked the Trade Union representatives for attending and for their comments and agreed that the approach currently taken regarding budget planning would continue and that their comments would be taken on board.

Ian Fisher
County Secretary and Solicitor

County Hall
Preston

Lancashire Youth Council Consultation on LCC Budget 2014 – 2015

The Process

For the 5th year running Lancashire Youth Council have been involved in the consultation process on how the County Council prioritise the spend for 2014 – 2015, focusing on how this will impact on the lives of young people.

This year the young people have consulted with their District Youth Councils on the list of priorities that the County Council currently spend the budget on.

An important comment that has been continually raised by the young people is that although they have identified a high and a low priority they felt that the majority of the services were vital to people living in Lancashire now and in the future and if cuts are to be made that less money is taken from the services that provide care and support to children, young people and adults.

The Highest Priority

Lancashire Youth Council have decided on Youth Services (activities and support for young people) as the highest priority for 2014-2015.

Youth Services are a high priority for young people in particular as they provided a large variety of support and activities that could help to shape and develop their lives.

The youth council feels that there needs to be enough resources to keep Young People's Centres open and provide services that are accessible for all young people, including opportunities to develop their current skills and gain new ones.

Youth Services provide new experiences, skills, opportunities and development that are essential to young people and cutting the funding could be detrimental not only to young people now but also in the future.

The Lowest Priority

Lancashire Youth Council has made a collective decision that libraries and museums should be the lowest priority for the County Council spend for 2014-2015.

The young people felt that the range of activities that they provided were limited and restrictive to young people under the age of 30. It was raised that we are living in a technological age and that a lot of books, educational resources and exhibitions can now be found on the internet and although most libraries have internet access the times you can use it are limited.

The young people also felt that libraries are community resources and should be funded by the Borough or Parish Councils rather than by Lancashire County Council.

Overall the young people felt that the main priorities should focus on not only how the money can impact the lives of people now but also in the future if more money is spent on developing the lives of children and young people now it will benefit those who come in later years.

On behalf of Lancashire Youth Council we would like to take this opportunity to thank both the County Treasurer's Directorate and Lancashire County Council Cabinet for inviting us to be part of the budget consultation for the 5th year running.

Chamber of Commerce for East Lancashire



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Lancashire County Council: Budget 2014/15

Thank you for consulting East Lancashire Chamber of Commerce on your budget-setting for 2014/15.

We have taken soundings of some representative business groupings, comprising both Chamber members and non-members, from within East Lancashire.

Irrespective of where in the range our various consultees' philosophical views were on rebalancing the economy or of reducing public expenditure and the size of the state, there was unanimous recognition that LCC faces enormous challenges in this process; both for its politicians in setting its community/service priorities and for its leadership & executive in managing the scale of change that £300m of savings by 2018 represents.

The private sector and business are not fluent in public sector accounting and its conventions, or fully understanding of the statutory obligations of councils or of any flexibility that may exist between central and local Government. We have therefore constrained ourselves to commenting on principles.

Education

Education is hugely important to Lancashire's future; it is rightly a high priority.

However, while we note that a significant proportion of the budget is given to education and ring-fenced, business already frequently expresses concern to us about the levels of attainment in some of the basics and the lack of preparedness of many young people for the world of work; indeed this led to the Chamber providing the NW's submission on the Wolf report. While on average Lancashire's performance on GCSE is above the national average, Burnley's performance is poor - and this despite considerable investment (albeit PFI for long-term capital, but current expenditure for routine maintenance may not be helpful in this budgeting cycle). We would therefore ask for this fundamental budget recalibration to be used as the opportunity to carry out a review of expenditure, an impact assessment, and to prepare a new 'plan' (not just involving the Education Dept. but including other bodies and considering the environmental factors).

Economy & Business Support

The County has a proud record and capability in its running of economic and business support programmes. Lancashire's economy, with the different challenges that it faces with parts dependent on re-invention (the West), transition/regeneration (the East and rural) and the central education and commercial spine, has and will continue to benefit from public leadership and intervention in conjunction with the private sector. The LEP is a good example of



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looking forward and priming investment in the area, and the County is fundamental to its success. Similarly the leverage of European funds and national funds, to an area that nationally receives a disproportionately low share of investment, is critical. Given that there are opportunities in Lancashire (capitalising on manufacturing and exporting, Enterprise Zone,...) we believe that business support will be key.

In a nutshell economic development and business support are the 'Research, Development, jobs and wealth creating catalysts'. Reduction or eliminating their budgets could actually put greater strain on the social budgets and could certainly mortgage the future.

Infrastructure

As recognised in the recent Highways and Transport Consultation, investment (and continued maintenance) in roads and rail is vital if the County's infrastructure is to catch-up with, and then lead economic development.

LCC has a unique and un-transferable role to fulfil in the securing of a secure, sustained and competitive supply of energy to Lancashire's vital, internationally competitive and renowned manufacturing base. While it is not yet fully proven, Shale may offer a rare opportunity to grow a supply chain encompassing knowledge as well as goods and services, as well as the primary sector. This will require a fastidious (and we'd suggest parallel) approach to the independent issues of regulation and economic development.

There are a number of industrial areas/zones to be nurtured, but none is more important to Lancashire's economy and reputation for project management than the Enterprise Zone. The support resources for the EZ should be ring-fenced until its completion.

Budgets/Reserves

We note that the reductions are generally referred to as current year and revenue. Given the substantial reserves (is this still true post-redundancy costs?), subject to safety-net levels of holdings, can they be used to create a managed and transitional process rather than their being a precipice for some service areas?

We presume that as the scale of the County's operations diminishes, so excess property will be sold.

Social Services

We are not sufficiently informed to comment.

Direct Services, Commissioning and Direct Services



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The business community, as could be expected, believes that the most cost-effective and also delivery-effective solution should prevail, whether directly delivered or contracted. Clearly many services could be contracted out, but the earlier step is still, obviously, which services will be required in the future.

To make a meaningful contribution of the scale the Council is having to find, we would expect 'contracting' to have to satisfy some or all of the following criteria: a) economies of scale a) technology replacing people (including the associated management/overheads) b) the contract is flexible and can be adjusted/terminated for changed circumstances c) the contractor is continually innovating and reinvesting in the service or providing reduction in charges.

Some services are not appropriate for consideration for contracting at all due to statutory obligations.

We cannot comment on the County's commissioning or procurement capabilities specifically. (As a general observation, the Chamber itself hosts a branch of the Chartered Institute of Purchasing & Supply (CIPS) and has learning centres around the Country; many clients are Local Authorities (e.g. Sheffield). On average, improvements can be made.)

In summary, we recognise the enormity of the challenge that LCC faces in setting its budget, but would ask that some acknowledgement is kept of its role in supporting the economy as a vital investment in the County's and its residents prospects and future.

We would be pleased to add to these comments, or to help where we can.

Yours truly



M Damms

Chief Executive



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Federation of Small Businesses response to LCC Budget Strategy proposals

The Federation of Small Businesses represents 4000 businesses and business-owners across Lancashire and we welcome the opportunity to submit comments on the Budget Strategy.

We are fully aware of the financial pressures facing local authorities and as such we believe that the correct balance has been struck between achieving savings, raising Council tax levels and utilising reserves.

Regarding the provision of domiciliary homecare to Lancashire residents we are aware of a number of private sector providers who have worked in partnership with LCC over a number of years who will have their businesses put at risk by this move. Policy changes in this area need to be handled sensitively and give consideration to the knock-on impacts on the providers and the people they employ.

The Lancashire permit scheme meets with our approval as it is sensible and will allow works to be managed more strategically.

The withdrawal of Third party recycling credits is also understandable and should not have any notable adverse impact.

Paul Foster

Development Manager

Federation of Small Businesses

www.fsb.org.uk

Tel: 01204 308681

Mobile: 07917 628909

The Schools Forum

George Graham
Deputy County Treasurer
c. Mike Hart
Tony Moreton
Paul Binks

Tel.
Email stephen472booth@btinternet.com
Date 23 January 2014

Dear George,

County Council Budget Implications for Schools

Thank you for attending the Schools Forum's Chairman's Working Group to discuss the school implications associated with the County Council budget decisions for the period 2014/15 to 2017/18. Thanks also to other officers who attended to contribute to our discussions.

As agreed at the meeting, I am writing to confirm the Forum's comments, as set out below.

The Forum:

- a) Welcomed the opportunity to comment on the implications of the County Council Budget proposals on schools;
- b) Acknowledged the unprecedented scale of the budget reductions facing the County Council;
- c) Accepted that the approach taken by the County Council would need to focus on statutory functions and those services that met County Council objectives;
- d) Recognised that the County Council's role in relation to Education continues to change as a result of changes in Government policy, which significantly reduce resources for "central education functions";
- e) Welcomed the continued commitment of the County Council to offer traded services to schools and academies in the future, which continue to provide choice and flexibility for schools;
- f) Noted that many other Authorities were no longer offering services to schools;
- g) Supported the approach of offering Lancashire traded services to schools outside the County to boost income generation;
- h) Encouraged the County Council develop and evolve new ways of working with all partners to best ensure the future viability of services;
- i) Commented that it remained important for traded services to offer high quality, good value services, so that schools and academies would continue to participate in large numbers, allowing economies of scale to remain;
- j) Emphasised that it was important for the County Council to take a balanced view when looking at areas where discretions are being removed, and encouraged the County Council to consider a range of options, for example, it was considered that on home to school transport parents may be willing to

Chairman John Davies

C/O The Clerk to the Schools Forum, Pupil Places and Access, Room B44,
PO Box 61, County Hall, Preston, PR1 8RJ

- pay higher charges for the safety and security that accompanied County Council arranged provision;
- k) Noted that Budget proposals and associated arrangements were likely to have an equal impact across schools and academies in Lancashire;
 - l) Welcomed the opportunity for future discussions on joint funding of shared priorities across school and County Council budgets;
 - m) Welcomed the County Council's commitment to consult more widely in advance of proposals that specifically impacted on schools.

In connection with the specific proposals around School Crossing Patrols, to be introduced from September 2015, the Forum:

- a) Welcomed the County Council's continued commitment to contribute significant resources to a non-statutory service;
- b) Welcomed the opportunity to comment on the proposals;
- c) Acknowledged that this proposal must be viewed in the context of a range of County Council road safety initiatives, including 20 mph zones, many of which were targeted around schools and academies;
- d) Welcomed the additional flexibilities for schools that were built into the proposals, which could enable some schools that did not meet the previous criteria to access the service, albeit with a financial contribution;
- e) Supported the suggestion for certain crossing patrols that serviced multiple schools to be centrally funded; and for the possibility of a sliding scale being used to offer greater support to schools with more than one patrol;
- f) Backed the suggestion for further analysis to be undertaken to map the estimated cost implications for schools against school characteristics, for example small schools;
- g) Welcomed the intention to consult more widely with schools on the detail of the proposals and suggested the following communication channels:
 - Attendance at:
 - Primary Heads in Lancashire (Phil) Area meetings;
 - Lancashire Association of Secondary Schools Headteachers Executive (LASSH);
 - Lancashire Special School Headteachers association (LaSSHTA);
 - Nursery School Headteachers Federation;
 - District Chair of Governor Forums.
 - Written communications:
 - via the Schools Portal;
 - Governors Core Agenda item.

I should be grateful if our comments could be fed into the County Council Budget consultations.

Yours sincerely



Stephen Booth
Vice-Chairman
Lancashire Schools Forum

Meeting of the Full Council
Meeting to be held on 20 February 2014

Report submitted by the County Treasurer

Part A

Electoral Division affected:
All

Treasury Management Policy and Strategy 2014/15
(Appendices A, B and C refer)

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Executive Summary

This report outlines the proposed Treasury Management Policy Framework for 2013/14 as required by the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management Code of Practice (2011). It includes the County Council's borrowing and investment strategies and the proposed Minimum Revenue Provision Policy, together with the treasury management prudential indicators which seek to ensure that the Council's borrowing levels remain both sustainable and affordable.

The Cabinet has considered the Treasury Management Policy Framework for 2014/15 set out at Appendices A, B and C and has recommended it to the Full Council for approval.

Recommendation

The Full Council is recommended to:

- (i) Approve the Treasury Management Policy as set out at Appendix A;
- (ii) Approve the Treasury Management Strategy for 2014/15 as set out at Appendix B;
- (iii) In respect of the Minimum Revenue Provision Statement for 2014/15, set out at Appendix C:
 - a. Approve the Capital Financing Requirement method and the Asset Life method (Equal Charge approach) for expenditure funded from borrowing incurred in 2013/14 and future years.
 - b. Approve that charges to revenue be a sum equal to the repayment of any credit liability.
 - c. Approve the proposed treatment of assets constructed under the Preston, South Ribble and Lancashire City Deal and the Homes and Communities Agency Local Infrastructure Fund, subject to annual review.

Background and Advice

Treasury management is the management of the Council's investments and cash flows, its banking, money market and capital market transactions; it also includes the effective control and management of the risks associated with these activities, ensuring that the Council gets the best performance for the least risk.

The Treasury Management Strategy sets out the Council's policies for ensuring the security and liquidity of its investments, whilst having regard to investment returns in order to protect the value of the funds. It also outlines the Council's strategy for financing existing borrowing and future capital borrowing requirements, with the aim of securing the required funds at the lowest possible rate.

The Minimum Revenue Provision (MRP) is a prudent charge Local Authorities are required to make to the revenue account to provide for the repayment of debt and other credit liabilities (mainly finance leases or PFI contracts).

Consultations

Arlingclose, the County Council's external Treasury Management advisers.

Implications:

This item has the following implications, as indicated:

Risk management

The Council, having adopted the "Prudential Code", is required to prudently manage the investments of the Council. The current situation exposes the Council to heightened counterparty concentration risk inconsistent with its duty. As the process of managing the Council's investments is intrinsic to its continuing operations a prudent yet workable policy is necessary.

List of Background Papers

Paper	Date	Contact/Directorate/Tel
Arlingclose Ltd. Credit Risk Report	December 2013	Andrew Ormerod, County Treasurer's Directorate, (01772) 534740
CIPFA Treasury Management Code of Practice	2011	Andrew Ormerod, County Treasurer's Directorate, (01772) 534740

Reason for inclusion in Part II, if appropriate -N/A

Treasury Management Policy Statement

The County Council's financial regulations require it to create and maintain a treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury activities, as a cornerstone for effective treasury management.

Definition

The County Council defines its treasury management activities as:

- the management of the Authority's investments and cash flows,
- its banking, money market and capital market transactions;
- the effective control of the risks associated with those activities; and
- the pursuit of optimum performance consistent with those risks.

Risk Appetite

The County Council's appetite for risk in terms of its treasury management activities is low. A premium is placed on the security of capital in terms of investment and on the maintenance of financial stability in terms of the costs of borrowing.

Risk management

The County Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus how the actions taken and the financial instruments entered into result in reduced risk exposure for the County Council.

Value for money

The County Council acknowledges that effective treasury management provides support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

Borrowing policy

The County Council greatly values revenue budget stability and therefore, all other things being equal, will borrow the majority of its long-term funding needs at long-term fixed rates of interest. However, short-term and variable rate loans may be borrowed to either offset short-term and variable rate investments or to provide value for money. The County Council will also constantly evaluate debt restructuring opportunities of the existing portfolio.

The County Council will set an affordable borrowing limit each year in compliance with the *Local Government Act 2003*, and will have regard to the *CIPFA Prudential Code for Capital Finance in Local Authorities* when setting that limit. It will also set limits on its exposure to changes in interest rates and limits on the maturity structure of its borrowing in the treasury management strategy report each year.

Cash Backing of Reserves

The County Council is committed to the prudent management of its finances. In pursuit of this objective the County Council should ensure that it holds investment balances sufficient to meet the value of those balance sheet items such as reserves and provisions which will be drawn down as cash. These investment balances will have due regard to the anticipated timing for the drawdown of the cash backed reserves and provisions.

Investment policy

The County Council's primary objectives for the investment of its surplus funds are to protect the principal sums invested from loss, and to ensure adequate liquidity so that funds are available for expenditure when needed. The generation of investment income to support the provision of local authority services is an important, but secondary, objective.

The County Council will have regard to the Communities and Local Government Guidance on Local Government Investments and will approve an investment strategy each year as part of the treasury management strategy. The strategy will set criteria to determine suitable organisations with which cash may be invested, limits on the maximum duration of such investments and limits on the amount of cash that may be invested with any one organisation.

The County Council's Treasury Management Strategy 2014/15

Introduction and Legislative Framework

Under the Local Government Act 2003, local authorities must have regard to Statutory Proper Practices in their Treasury Management activities. In February 2012 the Council adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2011 Edition* (the CIPFA Code).

These together require the County Council on an annual basis to set out its strategy in relation to key aspects of its treasury management operations over the coming year.

In addition, in accordance with government guidance on local authority investments, the Council is required to approve an investment strategy before the start of each financial year.

In line with these various requirements this strategy includes:

- The Annual Borrowing Strategy (1 below)
- The Council's Policy on Borrowing in Advance of Need (2 below)
- The Annual Investment Strategy (3 below)
- The Prudential Indicators (Annex A to this Appendix)
- The Annual MRP statement (Appendix C to the report)

In conjunction with the Treasury Management Policy Statement and the detailed Treasury Management Practices approved by the County Treasurer, these provide the policy framework for the engagement of the County Council with the financial markets in order to fund its capital investment programme and maintain the security of its cash balances.

Strategic Objectives of the Treasury Management Strategy

The County Council's Treasury Management Strategy is designed to achieve the following objectives:

- a) To ensure the security of the principal sums invested which represent the County Council's various reserves and balances
- b) To ensure that the County Council has access to cash resources as and when required
- c) To minimise the cost of the borrowing required to finance the County Council's Capital Investment programme, and
- d) To maximise investment returns commensurate with the County Council's policy of minimising risks to the security of capital and its liquidity position.

In the context of these objectives it will be the County Council's policy to hold as investments a sum as close to the cash value of its balance sheet as possible, matching both value and duration as closely as possible.

Setting the Treasury Management Strategy for 2014/15

In setting the treasury management strategy, the County Council must have regard to the following factors which will have a strong influence over the strategy adopted:

- economic forecasts,
- the level of the approved Capital Programme which generates the borrowing requirement,
- the current structure of the County Council's investment and debt portfolio
- prospects for interest rates and market liquidity.

Economic context

The Bank of England's Monetary Policy Committee (MPC) through its recent forward guidance is committed to keeping policy rates low for an extended period using the Labour Force Survey unemployment rate of 7% as a threshold for when it would consider whether or not to raise interest rates, subject to certain knock-outs. Unemployment was 7.4% October 2013, but is not forecast to fall below the threshold until 2016, due to the UK's flexible workforce.

The flow of credit to households and businesses is slowly improving but is still below pre-crisis levels. The fall in consumer price inflation from the high of 5.2% in September 2011 to 2.7% in September 2013 will allow real wage increases (i.e. after inflation) to slowly turn positive and aid consumer spending.

Stronger growth data in 2013 (0.4% in Q1, 0.7% in Q2 and 0.8% in Q3) alongside a pick-up in property prices mainly stoked by government initiatives to boost mortgage lending have led markets to price in an earlier rise in rates than warranted under Forward Guidance and the broader economic backdrop. However, with jobs growth picking up slowly, many employees working shorter hours than they would like and benefit cuts set to gather pace, growth is likely to only be gradual. The Council's adviser's Arlingclose forecast that the MPC will maintain its resolve to keep interest rates low until the recovery is convincing and sustainable.

In the US, in response to a generally improving economic outlook, the Federal Reserve has begun the process of slowing the pace of asset purchases, and despite recent disappointing employment data, this process of modest 'tapering' is likely to continue in the coming months with some commentators suggesting quantitative easing will be completed by year end. To date the muted reaction of bond and equity markets suggests the expectation of tapering was already factored in to asset prices.

Credit outlook

The credit risk of banking failures has diminished, but not dissipated altogether. Regulatory changes are being considered in the UK, US and Europe to move away

from the bank bail-outs of previous years to bank resolution regimes in which shareholders, bond holders and unsecured creditors are 'bailed in' to participate in any recovery process. This is already manifest in relation to holders of subordinated debt issued by the Co-op who will suffer a haircut on its conversion bail-in to alternative securities and/or equity. There are also proposals for EU regulatory reforms to Money Market Funds which will, in all probability, result in these funds moving to a VNAV (variable net asset value) basis and thus losing their 'triple-A' credit rating wrapper. Diversification of investments between creditworthy counterparties to mitigate bail-in risk will become even more important in the light of these developments.

The Current Structure of the Portfolio

The Council's treasury portfolio (net of transferred debt) as at 31st December 2013 was as follows.

	Principal Amount £m	Current Interest Rate %
Call accounts	18.892	0.518
Short-term deposits	20.00	2.620
Long-term deposits	119.925	2.312
Bond Portfolio	423.515	2.956
Total Investments	582.331	2.733
Short-term loans	266.250	0.603
Long-term loans (Local Authorities)	60.00	1.805
Shared Investment Scheme	84.591	0.645
Long-term PWLB loans	338.850	3.017
Long-term market loans (LOBOs)	51.911	5.389
Total Borrowing	801.602	2.028
Net Borrowing	219.270	

The shared investment scheme relates to funds pooled with the County Council's investments by the Police and Crime Commissioner for Lancashire, Lancashire Combined Fire Authority and Lancashire District Councils. The objective of the scheme is to reduce the counterparty credit risk for those organisations by using the County Council as their investment counterparty. Although the sums invested are accounted for as borrowing by the County Council they are not included within capital financing calculations and will show as borrowing over and above the capital financing requirement. They will however be included within the authorised borrowing limit.

This scheme has proved more popular than anticipated, such that in order to avoid exceeding the borrowing limits set under the prudential code the County Council had to close this facility to the Lancashire District Councils in summer 2012. Since the external credit environment is still far from stable, this strategy will include in the calculation of the operational and authorised limits for the 2014/15 financial year,

additional headroom to enable the full operation of the scheme from the date the strategy becomes effective.

Prospects for Interest Rates and Market Liquidity

In planning the treasury management strategy, the Council will consider the prevailing and forecast interest rate situation. Regular forecasts of interest rates are provided by Arlingclose Ltd, treasury management advisers to the County Council.

Arlingclose's forecast is for short term interest rates to remain flat. Markets are still pricing in an earlier rise in rates than warranted under Forward Guidance and the broader economic backdrop. The MPC will not raise rates until there is a sustained period of strong growth. However, upside risks do weigh more heavily towards the end of the forecast horizon.

Arlingclose continue to project gilt yields on an upward path through the medium term. Their view is that the rise in yields since the Spring of 2013 was overdone given the still uncertain fundamental global outlook and risks surrounding the Eurozone, China and US.

The latest forecast provided by Arlingclose Ltd is shown in the table below:

	Bank Rate	3 Month LIBID	12 Month LIBID	5 year Gilt Yield	10 year Gilt Yield	25 year Gilt Yield	50 year Gilt Yield
Mar 14	0.50	0.45	0.90	1.45	2.55	3.25	3.45
Jun 14	0.50	0.45	0.95	1.50	2.60	3.30	3.50
Sep 14	0.50	0.50	0.95	1.55	2.65	3.35	3.55
Dec 14	0.50	0.55	0.95	1.60	2.70	3.40	3.60
Mar 15	0.50	0.65	1.00	1.65	2.75	3.45	3.65
Jun 15	0.50	0.75	1.05	1.70	2.80	3.50	3.70
Sep 15	0.50	0.75	1.10	1.75	2.85	3.55	3.75
Dec 15	0.50	0.75	1.15	1.85	2.90	3.65	3.80
Mar 16	0.50	0.75	1.20	1.95	3.00	3.75	3.85
Jun 16	0.50	0.75	1.25	2.10	3.10	3.85	3.95
Sep 16	0.50	0.80	1.30	2.30	3.30	4.05	4.05
Dec 16	0.50	0.80	1.40	2.50	3.50	4.15	4.15
Mar 17	0.50	0.80	1.40	2.50	3.50	4.15	4.15

In the above table 'bank rate' refers to the policy rate of the Bank of England.

'LIBID' is the London Interbank bid rate and can be used as a proxy for short term market interest rates. PWLB borrowing rates are based on 'Gilt Yield' and so this is a forecast of long term interest rates. The Council can borrow at 80 basis points above the gilt yield, so for example the current fixed interest rate to borrow funds from the PWLB over a 25 year period would be 3.25% + 0.80% = 4.05%.

This forecast of interest rates has been based on the following underlying factors and assumptions:

- Growth continues to strengthen with the second estimate for Q3 growth coming in at an unrevised 0.8%. The service sector remains the main driver of growth, boosted by a contribution from construction.
- The unemployment rate has fallen to 7.6%. The pace of decline in this measure will be dependent on a slower expansion of the workforce than the acceleration in the economy, alongside the extent of productivity.
- The CPI for November has fallen to 2.1%, a much more comfortable position for the MPC. Utility price increases are expected to keep CPI above the 2% target in 2014, before falling back again.
- The principal measure in the MPC's Forward Guidance on interest rates is the Labour Force Survey (LFS) unemployment rate. The MPC intends not to consider raising the Bank Rate from its current level of 0.5% at least until this rate has fallen to a threshold of 7%.
- The reduction in uncertainty and easing of credit conditions have begun to unlock demand, much of which has fed through to the housing market. In response to concerns over a house price bubble, the Bank of England announced a curtailment of the Funding for Lending Scheme (FLS), which will henceforth concentrate on business lending only.
- The MPC will not hesitate to use macro prudential and regulatory tools to deal with emerging risks (such as curtailing the FLS). Apart from responding to extreme risks to either price or financial stability, the MPC will only tighten policy when it is convinced about the sustained durability of economic growth.
- Federal Reserve monetary policy expectations - the slowing in the pace of asset purchases ('tapering') and the end of further asset purchases - will remain predominant drivers of the financial markets. Tapering of asset purchases will begin in Q1 2014. The US political deadlock over the debt ceiling will need resolving in Q1 2014.
- The European backstop mechanisms have lowered the risks of catastrophic meltdown. The slightly more stable economic environment at the aggregate Eurozone level could be undone by political risks and uncertainty in Italy, Spain and Portugal (doubts over longevity of their coalitions). The ECB has discussed plans for a third long term refinancing operation (LTRO), as credit conditions remain challenging for European banks.
- China data has seen an improvement, easing markets fears. Chinese leaders have signalled possible monetary policy tightening, but liquidity issues with the regional banks and local authorities may prove problematic.
- The on-going regulatory reform and a focus on bail-in debt restructuring is likely to prolong banking sector deleveraging and maintain the corporate credit bottleneck.

Impact of these factors on the Borrowing Strategy

In view of the above forecast the Council's borrowing strategy will be based upon the following information:-

Despite the gradually improving economic outlook, the UK still remains in a relatively low growth situation, with a continuing tight fiscal and loose monetary policy approach. It could be 2015 before there is a rise in official UK interest rates and the UK's safe haven status and minimal prospect of rate rises are expected to keep gilt yields in check through the near term. However,

- If it were felt that there was a significant risk of a sharp fall in long and short term rates, e.g. due to a marked increase of risks around relapse into recession or of risks of deflation, then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
- If it became apparent that there was a significant risk of a much sharper rise in long and short term rates than that currently forecast, perhaps arising from a greater than expected increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap. This approach is reflected in the Council's prudential indicators.

The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.

Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term instead. By doing so, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. Whilst such a strategy is most likely to be beneficial over the next year or so as official interest rates remain low, it is unlikely to be sustained in the medium-term. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2014/15 with a view to keeping future interest costs low, even if this causes additional cost in the short-term, in order to protect the medium – long term financial interests of the Council.

In addition, the Council may borrow short-term (normally for up to one month) to cover unexpected cash flow shortages.

Impact of these factors on the Investment Strategy

In view of this the County Council's investment strategy will be based upon the following information:

- The continuing concerns in the financial markets over sovereign debt, particularly in the Eurozone are impacting negatively on the credit quality of bank counterparties, and the County Council will therefore look to reduce the duration of its exposure to bank counterparties in general.
- Given the level of risk involved in dealing with bank counterparties the County Council will look to diversify its portfolio further away from such counterparties while maintaining the highest credit quality of counterparties.

1. The Annual Borrowing Strategy

The Level of the Approved Capital Programme – the Borrowing Requirement

The County Council's estimated borrowing requirement for financing the capital programme in the current and the next three years is as follows:

	2013/14 Revised £m	2014/15 £m	2015/16 £m	2016/17 £m
Capital Programme Expenditure	163.657	204.733	160.678	69.759
<i>Financed by:</i>				
Capital Receipts	0.983	0	37.410	10.567
Grants and Contributions	147.437	146.850	53.757	31.637
Revenue Contributions	13.337	14.001	1.541	0.232
Borrowing	1.900	43.882	67.970	27.323
<i>Add Maturing Debt to be replaced:</i>				
Long Term PWLB	0	0	0	0
Short Term Market Borrowing	264.700	264.700	264.700	264.700
Less Transferred Debt	2.033	1.967	1.899	1.687
Less Statutory Charge to Revenue	37.228	35.655	35.789	35.249
Total Borrowing Requirement	227.339	270.960	294.982	255.087

At 31st March 2013 the County Council held £745.40 million of short and long-term loans as part of its strategy for funding previous years' capital programmes. The Council's borrowing requirement as at 31st March 2014 is expected to be £227.339 million, and is forecast to rise to £294.982 million by March 2016 as capital

expenditure is incurred. In addition, the Council may borrow for short periods of time to cover unexpected cash flow shortages.

The Council's borrowing position over the coming years is affected by a number of specific factors:

- The need to provide cash flow support for the Preston, South Ribble and Lancashire City Deal to cover the gap between the construction of infrastructure and the payment over of contributions from other organisations including the Government and developers. This borrowing is temporary.
- There is likely to be a similar need to provide even shorter term financial support in relation to the construction of the Heysham – M6 Link Road which is largely funded by government grant payable in arrears.
- An increase in underlying borrowing as the result of a strategic switch away from revenue financing of capital spending to borrowing in order to free revenue resources to meet the overall cost of downsizing the County Council,

The recent approach to borrowing adopted by the County Council has been to utilise short term market borrowing to take advantage of low interest rate policy. The table above assumes the continuation of this approach to funding. The approach is continually reviewed in order to ensure that the County Council's borrowing costs are minimised. However, short-term and variable rate loans leave the Authority exposed to the risk of short-term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates in the treasury management indicators below.

It can be seen from the above table that the borrowing requirement for 2014/15 is £270.960 million, largely as a result of needing to refinance maturing short term borrowing. There are a range of options available for the borrowing strategy in 2014/15.

- Variable rate borrowing is expected to be cheaper than fixed rate long term borrowing and will be attractive during the financial year, particularly as variable rates are closely linked to bank rates.
- Under 10 years rates are expected to be substantially lower than long term rates, so this opens up a range of choices that may allow the County Council to spread maturities away from concentration on long dated debt.

Against this background, the County Treasurer will, in conjunction with the County Council's advisors, monitor the interest rate situation closely and will adopt a pragmatic approach to delivering the objectives of this strategy within changing economic circumstances, but as interest rates are not forecast to rise in this year careful monitoring will ensure that borrowing is taken at the most appropriate time.

Given the increased cost of PWLB borrowing relative to other market options the County Council is likely to undertake future borrowing activity within the financial markets, taking advantage of the benefits of its AA+ credit rating.

All decisions on whether to undertake new or replacement borrowing to support previous or future capital investment will be subject to evaluation against the following criteria:

- a) Overall need, whether a borrowing requirement to fund the capital programme or previous capital investment exists;
- b) Timing, when such a borrowing requirement might exist given the overall strategy for financing capital investment, and previous capital spending performance;
- c) Market conditions, to ensure borrowing that does need to be undertaken is achieved at minimum cost, including a comparison between internal and externally financed borrowing.
- d) Scale, to ensure borrowing is undertaken on a scale commensurate with the agreed financing route.

All long term decisions will be documented reflecting the assessment of these criteria.

Sources of borrowing

The approved sources of long-term and short-term borrowing will be:

- Public Works Loan Board
- UK Local Authorities
- any institution approved for investments
- any other bank or building society authorised by the Prudential Regulation Authority to operate in the UK
- UK public and private sector pension funds
- capital market bond investors
- special purpose companies created to enable joint local authority bond issues, using the format of a Euro Medium Term Note programme.

Over recent years the PWLB's terms of business have become more proscriptive, simultaneously making borrowing, and especially repayment, less flexible and substantially more expensive.

Currently the public bond markets represent a cheaper source of funds than the PWLB but these markets have a somewhat different set of dynamics, than Councils are used to.

Councils have been used to "tapping" the PWLB for relatively small tranches of discreet funding at short notice. Accessing the Bond market requires a more systematic approach, but the ground work required is offset by the debt servicing savings achievable.

Public issues need to be of "marketable size" in order to provide investors with the degree of liquidity and price stability required. A syndicate of market makers are also required to further support liquidity and need to be in place at the point of issuance.

Therefore the Council will need to draw single large debt funds from the market of the order of £200-300m in order to achieve optimum cost savings. Transactions of this form will require more active debt management at both the point of issue and at the point of maturity. At issue, the generated cash-flow "hump" and its temporary effects on indicators will need to be managed, as will the opposite cash-flow effect at bond maturity, but again these effects are amply out- weighed by cost savings.

Borrowing Instruments

The County Council may only borrow money by use of the following instruments:

- . bank overdrafts
- . fixed term loans
- . callable loans or revolving credit facilities where the County Council may repay at any time (with or without notice)
- . lender's option borrower's option (LOBO) loans, but subject to a maximum of £50 million in total
- . bonds, notes, bills, commercial paper and other marketable instruments
- . sale and repurchase (repo) agreements

Loans may be borrowed at either a fixed rate of interest, or at a variable rate linked to a market interest rate, such as LIBOR, subject to the limits on interest rate risk approved each year in the *Treasury Management Strategy*.

Debt Restructuring

The County Council continuously monitors both its debt portfolio and market conditions to evaluate potential savings from debt restructuring.

All practical and cost effective refinancing opportunities will be analyzed and executed where appropriate.

2. Policy on Borrowing in Advance of Need

The County Council will not borrow more than or in advance of need with the objective of profiting from the investment of the additional sums borrowed.

However, borrowing in advance of need can be justified in the following circumstances:

- a) Where there is a defined need to finance future capital investment that will materialise in a defined timescale of 2 years or less; and
- b) Where the most advantageous method of raising capital finance requires the County Council to raise funds in a quantity greater than would be required in any one year, or
- c) Where in the view of the County Treasurer, based on external advice, the achievement of value for money would be prejudiced by delaying borrowing beyond the 2 year horizon.

Having satisfied these criteria any proposal to borrow in advance of need would also need to be reviewed against the following factors:

- a) Whether the ongoing revenue liabilities created, and the implications for the future plans and budgets have been considered and reflected in those plans and budgets, and the value for money of the proposal has been fully evaluated.
- b) The merits and demerits of alternative forms of funding.
- c) The alternative interest rate bases available, the most appropriate periods over which to fund and repayment profiles to use.

All decisions will be documented reflecting the assessment of these circumstances and criteria.

In addition the Shared Investment Scheme, which enables other local authorities in Lancashire to reduce their credit risk exposure, although accounted for as borrowing is not set against the Capital Financing Requirement. However this will form part of County Council's operational and authorised borrowing limits, but not included within the capital financing requirement calculation. For risk management purposes the County Council has set a cap of £150m on the total value of the shared investment scheme. The table below sets out an estimate of the relationship between the borrowing capital financing requirement and total borrowing during the current year and over the next three years.

- The shared investment scheme is assumed to contribute £150m to the borrowing total. The operation of the scheme is reviewed annually, but this table assumes it will operate for the next three years and shows the position if take-up reaches the limits of the scheme.
- In September 2013 the County Council's bank gave notice that a standing charge of £100,000 p.a. was to be levied on the County Council for the provision of the existing £20m overdraft facility. The facility was cancelled by the County Treasurer and replaced with the direct borrowing of £20m of funds to be held on call, so providing an equivalent liquidity position at a much reduced cost.

	31 Mar 2014 £m	31 Mar 2015 £m	31 Mar 2016 £m	31 Mar 2017 £m
Capital Financing Requirement (CFR)	1,038	1,047	1,079	1071
Less PFI liability	402	395	388	381
Borrowing CFR	636	645	677	669
Loans Borrowed (31March estimate)	806	815	847	839

Borrowing Above CFR	170	170	170	170
<i>Comprising:</i>				
Shared Investment Scheme	150	150	150	150
Replacement of Overdraft	20	20	20	20
Facility Borrowing				
Total	170	170	170	170

3. The Annual Investment Strategy

In making any investments of the reserves and other cash items held within its balance sheet the County Council must have regard to the relevant regulations under the Local Government Act 2003, the CLG Guidance on Local Government Investments, any revisions to that guidance, the Audit Commission's report on Icelandic investments and the latest revision of the CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes. The Council's investment priorities are: -

- (a) The security of capital, and
- (b) The liquidity of its investments.

The County Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of the County Council is low in order to give priority to security of its investments.

The counterparty credit matrix is at the heart of Lancashire County Council's Treasury Management Policy and Strategy and has always been conservatively constructed to protect the County Council against credit risk whilst allowing for efficient and prudent investment activity. However, the County Council does not rely solely on credit ratings in assessing counterparties. Other market information is also monitored such as information from the credit default swap (CDS) market and any press releases in general, thus ensuring the Council transacts with only the highest quality counter-parties. An example of how CDS data is set out in the Treasury Management Practices.

- **For short term lending of up to 1 year** that the short term ratings from the ratings agencies be used and that a counter-party must have a minimum of the following:

Moody's P1
S&P A1
Fitch F1

Short term ratings were specifically created by the agencies for money market investors placing deposits for up to one year as they reflect specifically the liquidity positions of the institutions concerned. The ratings of P1, A1 and F1 are

considered to be strong investment grade with a extremely high degree of confidence in the liquidity position of the body over at least a one year period.

- **For medium term investments** in the form of tradeable bonds or certificates of deposit (1yr to 5yrs, where immediate liquidation can be demonstrated), it is proposed that a blended average of the ratings be taken (averaging across all available ratings) , with a minimum of:
 - Long term AA3/AA-, and
 - Short term P1/F1+/A1+

- **For longer term investments (5yrs and above)** in the form of tradeable bonds where immediate liquidation can be demonstrated, it is proposed that a blended average of the ratings be taken, with a minimum of:
 - Long term AA2/AA
 - Short term P1/A1+/F1+

The detailed calculation methodology of the blended average will be agreed with the Council's advisers and set out in the Treasury Management Practices.

The limits for scale and duration of investment in specific categories which form the 2013/14 investment policy are set out in the table below.

Should an existing investment, due to a change in credit rating after a fixed deposit has been made, fall outside the policy, full consideration will be made, taking into account all relevant information, as to whether a premature settlement of the investment should be negotiated in order to protect the County Council.

The minimum sovereign rating for investment is AA.

Instrument	Credit Rating (blended average)	Maximum individual Investment(£m)	Maximum total Investment(£m)	Maximum Period
UK Government Gilts, Treasury Bills & bodies guaranteed by UK Govt	UK Government	100	unlimited	50 yrs
Sterling Supranational Bonds Sterling Sovereign Bonds	AA+	100	500	50 yrs
Term Deposits with UK and Overseas Banks (domiciled in UK) and Building Societies, Certificates of	P1/A1/F1	25	200	1yr

Instrument	Credit Rating (blended average)	Maximum individual Investment (£m)	Maximum total Investment (£m)	Maximum Period
Deposit up to 1yr				
Term Deposits with UK and Overseas Banks (domiciled in UK) and Building Societies, Certificates of Deposit. 1yr to 5yr	AA- P1/A1+/F1+	100	400	5 yrs
Corporate Bonds (Medium term)	AA- P1/A1/F1	50	200	5yrs
Corporate Bonds (Long term)	AA P1/A1+/F1+	50	200	30yrs
Government Bond Repurchase agreements (Repo/Reverse Repo)	AA+	100	250	1yr
Bond Funds	AA Rated weighted average maturity 3yrs	100	250	These investments do not have a defined maturity date.
Debt Management Account Deposit Facility	Government Institution	unlimited	unlimited	364 days
UK Local Authorities (incl Transport for London)	Implied Government support	100	500	50yrs
Money Market Funds	AAA Rated, weighted average maturity 6 months	100	300	These investments do not have a defined maturity date.
Collateralised lending agreements backed by higher quality government or local government and supra national sterling securities.	AA, with AAA for any collateral used	100	250	25yrs

Instrument	Credit Rating (blended average)	Maximum individual Investment (£m)	Maximum total Investment (£m)	Maximum Period
Nationalised UK Banks	P1/A1/F1 Long term A Government support	100	400	In line with clearing system guarantee (currently 4 years.)

The placing of residual overnight deposits with the County Council's bank, National Westminster, will not count against the above individual limits but in practice a maximum balance of £50 million adhered to whenever possible.

Types of Investment

The CLG Guidance defines two types of investment, firstly specified investments which are those:

- denominated in pound sterling,
- due to be repaid within 12 months of the arrangement,
- not defined as capital expenditure by legislation, and
- invested with one of:
 - the UK Government,
 - a UK local authority, parish council or community council, or
 - a body or investment scheme of "high credit quality".

Any investment not meeting the definition of a specified investment is classed as non-specified. Non-specified investments will be limited only to long-term investments, i.e. those that are due to mature 12 months or longer from the date of the arrangement. The County Council will not make any investments denominated in foreign currencies, or with low credit quality bodies, or any that are defined as capital expenditure by legislation, such as company shares.

The total limit on long-term investments and the total limit on non-specified investments is £600 million. This reflects the portfolio structure adopted by the County Council in order to reduce credit risk by holding a proportion of the portfolio in government and supranational securities, which although highly liquid have maturities in excess of 364 days. In practice they can be liquidated at one day's notice and are therefore central to achieving the County Council's liquidity objective.

In recent times, a wider range of investment instruments within the area of sterling deposits has been developed by financial institutions. All of these afford similar security of capital to basic sterling deposits but they also offer the possibility, although never of course the certainty, of increased returns. The County Treasurer will, in liaison with the County Council's external advisers, consider the benefits and drawbacks of these instruments and whether any of them are appropriate for the County Council. Because of their relative complexity compared to straightforward term deposits, most of them would fall within the definition of non-specified

investments. Decisions on whether to utilise such instruments will be taken after an assessment of whether their use achieves the Council's objectives in terms of reduction in overall risk exposure as part of a balanced portfolio.

Policy on Use of Financial Derivatives

Local authorities, including the County Council, have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans). However, previous legislation was understood to prevent the use of such tools where they were not embedded in other instruments.

The Localism Act 2011 includes a general power of competence that removes the uncertain legal position over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment). The latest CIPFA Code requires local authorities to clearly detail their policy on the use of derivatives in their annual strategy.

The County Council will only use financial derivatives (such as swaps, forwards, futures and options) either on a standalone, or embedded basis, where it can be clearly demonstrated that as part of the prudent management of the Council's financial affairs the use of financial derivatives will have the effect of reducing the level of financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. This will be determined in liaison with the Council's external advisors.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit if applicable.

At all times the County Council will comply with CIPFA advice and guidance on the use of financial derivatives and have regard to CIPFA publications on risk management.

Performance Measurement

With base rates at exceptionally low levels, investment returns are likely to continue to be far lower than has been the case in recent years. However, in the knowledge that a portion of cash invested (such as PFI reserves) will not be required in the short term and to protect against continued low investment rates, investments may be made for longer time periods, depending on cash flow considerations and the prevailing market conditions.

The performance target on investments is a return above the average rate for 7 day notice money.

Impact on the County Council's Revenue Budget

The budget for financing charges which reflects the implementation of this strategy included within the County Council's budget is as shown below:

	Revenue Budget 2013/14	Revenue Budget 2014/15	Revenue Budget 2015/16
	£m	£m	£m
Minimum Revenue Provision (MRP)	30.100	28.527	26.661
Interest Paid	21.157	22.005	21.794
Interest Earned	(18.635)	(19.425)	(19.728)
Grants Received	(0.273)	(0.273)	(0.273)
Total	32.349	30.834	30.454

The budgeted MRP for PFI schemes, included in the capital financing requirement calculation, is included for within the relevant service directorate budget rather than the financing charges budget.

These budgets reflect the following average interest rates:

	2013/14	2014/15	2015/16
	%	%	%
Interest Paid	2.16	3.00	3.00
Interest Earned	2.78	3.20	3.20
Net Interest	0.53	0.23	0.23

Annex 'A'

PRUDENTIAL INDICATORS

In line with the relevant legislation the County Council has adopted the Prudential Code for Capital Finance in Local Authorities and the CIPFA Treasury Management in the Public Services Code of Practice as setting the framework of principles for its Treasury Management activities. In accordance with the requirements of these codes the County Council produces each year a set of prudential indicators which assist in the process of monitoring the degree of prudence with which the Council undertakes its Capital Expenditure and Treasury Management activities. Certain of these indicators also provide specific limits with regard to certain types of activity such as borrowing. These indicators are a consequence of the borrowing requirements and actions set out within the body of the Treasury Management Strategy.

(a) Adoption of CIPFA Treasury Management Code of Practice (2011)

2013/4 2014/15 2015/16 2016/17
Adopted for all years

(b) Indicators on Capital Expenditure and Financing

The total capital expenditure in each year, irrespective of the method of financing estimated to be incurred by the County Council is as follows:

2012/13	2013/14	2014/15	2015/16	2016/17
Actual	Estimate	Estimate	Estimate	Estimate
£m	£m	£m	£m	£m
139.400	163.657	204.733	160.678	69.759

The estimated capital expenditure stated above will be financed by a mixture of borrowing, capital receipts, revenue contributions, grants and other contributions. A key control of the prudential system is the underlying need to borrow for capital purposes, which is represented by the cumulative effect of past borrowing decisions and future plans. This is shown as the capital financing requirement. This is not the same as the actual borrowing on any one day, as day to day borrowing requirements incorporate the effect of cash flow movements relating to both capital and revenue expenditure and income. The estimate of the capital financing requirement for each year is as follows, and includes the impact of PFI obligations.

2012/13	2013/14	2014/15	2015/16	2016/17
Actual	Estimate	Estimate	Estimate	Estimate
£m	£m	£m	£m	£m
1,074.218	1,038.890	1,047.117	1,079.298	1,071.372

(c) Prudence and Affordability

CIPFA's Prudential Code for Capital Finance in Local Authorities states the following as a key indicator of prudence:

"In order to ensure that, over the medium term, net borrowing will only be used for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short term, exceed the total of capital financing requirement in the preceding year, plus the estimates of any additional capital financing requirement for the current and next two financial years."

The Council's financial plans are prepared on this basis and, indeed the policy on borrowing in advance of need explicitly references this statement as part of the decision making criteria.

It is important to ensure that the plans for capital expenditure and borrowing are affordable in the long term. To this purpose the code requires an indicator which estimates the ratio of financing costs to the net revenue stream.

The financing costs are the interest payable on borrowing, finance lease or other long term liabilities and the amount defined by statute which needs to be charged to revenue to reflect the repayment of the principal element of the County Council's borrowing. Any additional payments in excess of the statutory amount or the cost of early repayment or rescheduling of debt would be included within the financing cost. Financing costs are expressed net of investment income.

The net revenue stream is defined as the amount required to be funded from Government Grants and local taxpayers, in effect the budget requirement. Estimates of the ratio of financing costs to net revenue (or budget requirement) are as follows:

2013/14	2015/16	2015/16	2016/17
Estimate	Estimate	Estimate	Estimate
%	%	%	%
4.92	4.67	5.19	5.39

The Prudential Code requires the estimated revenue impact of capital investment decisions in Band D Council Tax terms to be calculated. The figures exclude the borrowing costs required to meet commitments from 2012/13 and earlier years' programmes. The focus is, therefore, on the costs of future years Capital Programmes. The above figures are after deducting the estimated support received from the Government via the Revenue Support Grant. These are as follows:

2013/14	2014/15	2015/16	2016/17
Estimate	Estimate	Estimate	Estimate
£	£	£	£
34.76	44.80	19.77	25.11

It is important to note that the figures do not represent annual increases in Council Tax. Both the 2014/15 and 2015/16 figures will include the full year effects of decisions taken in 2013/14. Similarly, all three years include the effect of financing capital expenditure from revenue or internal loans. Provision for these already exists within the revenue budget. The estimated effect in Band D Council Tax terms of the net cost of the borrowing is:

	£
2014/15	2.94
2015/16	15.18
2016/17	24.42

(d) Prudence and Affordability

The County Council is required to approve an “authorised limit” and an “operational boundary” for external debt. The limits proposed are consistent with the proposals for capital investment and with the approved treasury management policy statement and practices. The limits also include provision for the £150m cap on the shared investment scheme. The indicators are split between borrowing and other long term liabilities, such as PFI projects. It is, therefore, proposed to set a limit for the County Treasurer to work within.

The authorised limit is a prudent estimate of external debt, which does not reflect the worst case scenario, but allows sufficient headroom for unusual cash flow movements. After taking into account the capital plans and estimates of cash flow and its risks, the proposed authorised limits for external debt are:

	2013/14 Revised	2014/15	2015/16	2016/17
	£m	£m	£m	£m
Borrowing	891.000	960.000	985.000	987.000
Other long term liabilities	500.000	490.000	480.000	470.000

The proposed operational boundary for external debt is based on the same estimates as the authorised limit. However, although it reflects a prudent estimate of debt, there is no provision for unusual cash flow movements. In effect, it represents the estimated maximum external debt arising as a consequence of the County Council's current plans. As required under the Code, this limit will be carefully monitored during the year. The proposed operational boundary for external debt is:

	2013/14 Revised	2014/15	2015/16	2016/17
	£m	£m	£m	£m
Borrowing	841.000	910.000	935.000	937.000
Other long term liabilities	450.000	440.000	430.000	420.000

The debt figures include transferred debt which is managed by the County Council on behalf of other authorities. The transferred debt included within the debt indicators is estimated to be:

2013/14	£41.547 m
2014/15	£39.579 m
2015/16	£37.680 m
2016/17	£35.993m

(e) Gross Debt and Capital Financing Requirement

As a measure of prudence and to ensure that over the medium term debt is only used for a capital purpose, the prudential code requires a comparison of gross debt and the capital financing requirement. The comparison for Lancashire County Council is shown below:

	2013/14	2014/15	2015/16	2016/17
	£m	£m	£m	£m
Capital Financing Requirement	636	645	677	669
Estimated Gross Debt at 31 March	806	815	847	839
Debt to CFR	127%	126%	125%	125%

The ratio of gross debt to capital financing requirement shows that gross debt is higher than the capital financing requirement. This is because the shared investment scheme and the replacement overdraft facility are currently accounted for as borrowing but not counted against the capital financing requirement.

Treasury Management Local Indicators

These indicators are not prudential indicator limits but locally set indicators to facilitate risk management within the County Council's debt and investment portfolios.

(a) Interest rate exposure

In order to control interest rate risk the County Council measures its exposure to interest rate movements. These indicators place limits on the overall amount of risk the County council is exposed to. The one year impact indicator calculates the theoretical impact on the revenue account of an immediate 1% rise in all interest rates over the course of one financial year.

	Upper Limit £m	Dec 2013 £m
Net Interest Payable at Fixed Rates	37.6	-1.7
Net Interest Payable at Variable Rates	5.0	1.3
One year impact of a 1% rise in rates	25.0	2.8

(b) Maturity structure of debt

Limits on the maturity structure of debt help control refinancing risk

	Lower Limit %	Upper Limit %	Dec 2013
Under 12 months		75	9
12 months and within 2 years		75	43
2 years and within 5 years		75	6
5 years and within 10 years		75	8
10 years and above	25	100	34

(c) Investments over 364 days

Limits on the level of long term investments helps to control liquidity, although the majority of these investments are held in available for sale securities.

	Upper limit £m	Dec 2013 £m
Total invested over 364 days	600	562

(d) Minimum Average Credit Rating

To control credit risk the County Council requires a very high credit rating from its treasury counterparties

	Benchmark	Dec 2013
Average counterparty credit rating	A+	AA

(e) Daily Liquidity

In the absence of an overdraft facility the County Council aims to maintain a daily liquidity balance on call of £20m. Other liquidity can be provided by short term borrowing or the sale of available for sale financial instruments.

	Minimum Requirement	Dec 2013
	£m	£m
Cash maintained on call	20	19

Minimum Revenue Provision Statement 2014/15

1. Introduction

This annual Statement required to be approved by the County Council arises from statutory guidance initially issued by the Department of Communities and Local Government (DCLG) in 2008 and updated in 2010.

Local Authorities are required to make a prudent charge to the revenue account in respect of provision to repay debt and other credit liabilities (mainly finance leases or PFI contracts). This is referred to as the Minimum Revenue Provision (MRP).

Guidance issued by the DCLG provides four options which can be used for the purpose of calculating the MRP.

2. The Four Options Explained

The first two options, the Regulatory and Capital Financing Requirement methods, can be applied to borrowing which is supported by government via Revenue Support Grants.

For capital expenditure financed by unsupported borrowing, as allowed under the Prudential Code, the guidelines identify the Asset Life method or the Depreciation method as possible alternatives.

- Regulatory Method

Before the Prudential Code system of capital finance was introduced in 2004 the MRP was calculated at 4% of the credit ceiling. On the introduction of the Prudential Code this was changed to a charge of 4% of Capital Financing Requirement, which is derived from the Balance Sheet and broadly represents the outstanding debt used to finance the fixed assets. However, to avoid changes in the charge to revenue in 2004/5 an adjustment figure was calculated which would then remain constant overtime. For technical accounting reasons this methodology would have led to an increase in the MRP, and would therefore have had an impact upon the County Council's budget, so this method has not been used and is not recommended for future use.

- Capital Financing Requirement (CFR) method

This option allows for the MRP to be calculated as 4% of the Capital Financing Requirement. The CFR is derived from the Balance Sheet and represent the value of the fixed assets, for which financing provision has not already been made. This method of calculation has been used at the County Council since the introduction of the MRP in 2004.

- Asset Life Method

Guidelines for this method allow for a MRP to be calculated based on the estimated life of the asset. The actual calculation can be made in two ways as shown below;

A straightforward calculation to set an equal charge to revenue over the estimated life of the asset. This charge will not be varied by the state of the asset or,

By the use of an annuity method. This provides for greater charges in the later years of the assets life and should only be used if it can be demonstrated that benefits are likely to increase in the later years.

- Depreciation method

This requires a charge to be made of depreciation in line with normal accounting purposes. This could include the impact of any revaluations, and would be calculated until the debt has been repaid.

3. Finance Leases and PFI

With changes in accounting regulations in 2009/10 assets held under a PFI contract now form part of the Balance Sheet. This has increased the capital financing requirement and on a 4% basis the potential charge to revenue. To prevent the increase the guidance permits a prudent MRP to equate to the amount charged to revenue under the contract to repay the liability. In terms of the PFI schemes this charge forms part of the payment due to the PFI contractor.

4. Application at LCC

The relevant regulations require that the Council make "prudent provision" for the repayment of debt, and departure from the options outlined above is permissible if an alternative option is considered more appropriate.

From 2008/09 onwards the Capital Financing Requirement option has been applied to all supported borrowing. It is proposed to continue do this for any capital expenditure funded from supported borrowing brought forward from 2011/12 or later.

For 2008/09 onwards the Asset Life method (Equal Charge approach) has been applied to capital expenditure financed by unsupported borrowing. It is proposed to continue with this methodology, except as outlined below.

PFI payments will be made in line with the amounts due to repay the liability under the contract.

Minimum Revenue Provision will **not** be made in relation to the following specific circumstances:

For assets constructed as part of the Preston, South Ribble and Lancashire City Deal where the borrowing will be repaid from other capital financing sources within the life of the City Deal, this is temporary borrowing that will be repaid from sources such as Community Infrastructure Levy and funding from the Homes and Communities Agency when the development facilitated by the construction of County Council assets has taken place. Thus an alternative prudent plan for repayment is in place. However, this position will be reviewed each year in the light of progress with the City Deal.

For borrowing associated with the Homes and Communities Agency Local Infrastructure Fund where the relevant assets and hence repayment are delivered through a Development Company which generates the income stream to ensure repayment of the liability. Again this provides an alternative prudent plan for repayment in line with the loan terms. The position will be subject to annual review.

5. Recommendations

In respect of the methodology for applying the minimum revenue provision in respect of the repayment of debt, Cabinet is asked to recommend that the Full Council:

1. Approves the Capital Financing Requirement method and the Asset Life method (Equal Charge approach) for expenditure funded from borrowing incurred in 2013/14 and future years.
2. Charges to revenue a sum equal to the repayment of any credit liability.
3. Approves the proposed treatment of assets constructed under the Preston, South Ribble and Lancashire City Deal and the Homes and Communities Agency Local Infrastructure Fund, subject to annual review.

