

Lancashire County Council

Executive Scrutiny Committee

Tuesday, 6th October, 2015 at 2.00 pm in Cabinet Room 'C' - The Duke of Lancaster Room, County Hall, Preston

Agenda

Part I (Open to Press and Public)

No. Item

1. Apologies

2. Disclosure of Pecuniary and Non-pecuniary Interests

Members are asked to consider any Pecuniary or Non-pecuniary Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda.

3. Minutes of meeting held on 8 September 2015 (Pages 1 - 6)

4. Reports for decision by Cabinet

(a) Lancashire Safeguarding Children Board Annual Report 2014/15 (Pages 7 - 50)

(b) Lancashire Safeguarding Adult Board Annual Report 2014/15 (Report to follow)

(c) Contribution to the Lancashire Environmental Fund (Pages 51 - 54)

5. Forthcoming Individual Cabinet Member Key Decisions

(a) LEADER Rural Funding - Approval in Principle (Pages 55 - 68)

(b) Regulation 10 Penalty Charge Notices (Pages 69 - 72)

(c) Development of Commissioning and Procurement Arrangements for the Mental Health Care and Support Market (Pages 73 - 100)

(d) Defra Small Scheme Pathfinder Funding

(Pages 101 - 108)

6. Urgent Business

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

7. Date of Next Meeting

The next meeting of the Executive Scrutiny Committee will be held on Tuesday, 3 November 2015 at 2pm at the County Hall, Preston.

8. Exclusion of Press and Public

The Committee is asked to consider whether, under Section 100A(4) of the Local Government Act 1972, it considers that the public should be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part I of Schedule 12A to the Local Government Act 1972 as indicated against the heading to the item.

Part II (Not Open to Press and Public)

9. Forthcoming Individual Cabinet Member Key Decisions

(a) Award of Framework Contracts for the Provision of Servicing, Repair and Maintenance of Mechanical and Electrical Equipment

(Pages 109 - 112)

(Not for Publication – Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interests in disclosing the information).

(b) The Supply of Liquid Fuels for Lancashire County Council

(Pages 113 - 118)

(Not for Publication – Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interests in disclosing the information).

I Young
Director of Governance,
Finance and Public Services

County Hall
Preston

Lancashire County Council

Executive Scrutiny Committee

Minutes of the Meeting held on Tuesday, 8th September, 2015 at 2.00 pm in Cabinet Room 'C' - The Duke of Lancaster Room, County Hall, Preston

Present:

County Councillor Bill Winlow (Chair)

County Councillors

A Atkinson	M Green
D Clifford	S Holgate
Mrs F Craig-Wilson	J Oakes
C Crompton	N Penney
B Dawson	A Schofield
G Dowding	A Cheetham

County Councillors F Crag-Wilson, C Crompton, A Schofield and A Cheetham replaced County Councillors G Driver, A Barnes, D O'Toole and S Charles respectively at this meeting.

1. Apologies

None.

2. Disclosure of Pecuniary and Non-pecuniary Interests

None.

3. Minutes of meeting held on 12 August 2015

Resolved: That the Minutes of the meeting held on 12 August 2015 be confirmed and signed by the Chair.

4. Forthcoming Individual Cabinet Member Key Decisions

The Committee considered the following Key Decisions due to be taken by individual Cabinet Members as indicated.

a. **Determination of Admission Arrangements for Community and Voluntary Controlled Primary and Secondary Schools and Sixth Forms for the School Year 2016/17**

The Committee considered a report in relation to the determination of Admission Arrangements for Community and Voluntary Controlled Primary and Secondary Schools and Sixth Forms for the School Year 2016/17.

Resolved: That the recommendations set out in the report to the Cabinet Member for Children, Young People and Schools be noted, and that no additional comments or suggested alternative recommendations be made.

b. **Proposed Waiting Restrictions, Various Locations in Chorley**

The Committee considered a report on proposed waiting restrictions at various locations in Chorley.

Resolved: That the recommendation set out in the report to the Cabinet Member for Highways and Transport be noted, and that no additional comments or suggested alternative recommendations be made.

c. **Adoption of the Route for the A582 Road Widening Improvement Works**

The Committee considered a report on the proposed adoption of the Route for the A582 Road Widening Improvement Works.

Concerns were expressed about the improvements works adding to congestion problems which already existed in the vicinity of the Longmeanygate roundabout. The Cabinet Member for Highways and Transport agreed to look at options to mitigate this risk. The need for a full length shared use path along the A582 was also drawn to the attention of the Cabinet Member.

Resolved: That the recommendations set out in the report to the Cabinet Member for Highways and Transport and the Cabinet Member for Environment, Planning and Cultural Services be noted, and that no suggested alternative recommendations be made.

d. **Proposed Changes to Highway Layout Associated with Developments at B&Q, Craven Drive, Bamber Bridge (Section 278 funded)**

The Committee considered a report on proposed changes to the highway layout associated with developments at B&Q, Craven Drive, Bamber Bridge. It was noted that the works would be funded by Section 278 payments from the developer.

Resolved: That the recommendation set out in the report to the Cabinet Member for Highways and Transport be noted, and that no additional comments or suggested alternative recommendations be made.

e. **Commissioning and Procurement Arrangements for the Mental Health Residential and Nursing Home Market for People with Mental Health Issues**

The Committee considered a report on commissioning and procurement arrangements for the mental health residential and nursing home market for people with mental health needs.

It was agreed that progress reports including the involvement of stakeholders in the development of the specialist framework would be presented to the Health Scrutiny Committee.

It was noted that whilst the framework would aim to provide services as close as possible to person's home, it might be necessary for some people to travel across or out of Lancashire.

Resolved:

1. That the recommendations set out in the report to the Cabinet Member for Adult and Community Services be noted, and that subject to 2. below no additional comments or alternative recommendations be made.
2. That the Cabinet Member for Adult and Community Services be asked to amend:
 - i. recommendation (ii) as set out in the report to read as follows:

"Approve the work to design the contracts to enable new approaches and innovations in service delivery and payment mechanisms"
 - ii. page 12 of the EIA (Appendix 'A') to read as follows:

"People with mental illness and or disability in settled accommodation (own home)"
- f. **Transfer of Public Health Commissioning Responsibilities for 0-5 year olds from NHS England to Local Authorities**

The Committee considered an update on the transfer of public health Commissioning Responsibilities for 0-5 year olds from NHS England to Local Authorities on 1 October 2015.

Concern was expressed that consultations had only been undertaken on a national basis. It was reported that any proposed changes to the services provided would be subject to local consultation following the transfer of responsibilities to the County Council.

Resolved: That the recommendations set out in the report to the Deputy Leader of the Council and the Cabinet Member for Health and Wellbeing be noted, and that no additional comments or suggested alternative recommendations be made.

5. Urgent Business

None.

6. Date of Next Meeting

It was noted that the next meeting of the Committee would be held on Tuesday 6 October 2015 at 2.00 p.m. at County Hall, Preston.

7. Exclusion of Press and Public

Resolved: That under Section 100A(4) of the Local Government Act, 1972, the press and public should be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraphs of Part 1 of Schedule 12A to the Local Government Act, 1972 and that in all circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

8. Forthcoming Individual Cabinet Member Key Decisions

The Committee considered the following Key Decisions due to be taken by individual Cabinet Members as indicated.

a. Award of Contract for the Supply of Electricity for Half Hourly Sites (over 100kW)

(Not for Publication – Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interests in disclosing the information)

The Committee considered a report on the award of a contract for the supply of electricity for half hourly sites (over 100kw).

Resolved: That the recommendation set out in the report to the Leader of the County Council be noted, and that no additional comments or suggested alternative recommendations be made.

b. Award of a Framework Agreement for Home Care for Older Adults and People with Physical Disabilities in Lancashire

(Not for Publication – Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interests in disclosing the information)

The Committee considered a report on the award of a Framework Agreement for Home Care for Older Adults and People with Physical Disabilities in Lancashire.

Resolved: That the recommendation set out in the report to the Cabinet Member for Adult and Community Services be noted, and that no additional comments or suggested alternative recommendations be made.

c. Award of Contracts for 'Tier 4 Substance Misuse Framework'

(Not for Publication – Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interests in disclosing the information)

The Committee considered a report on the award of contracts for the 'Tier 4 Substance Misuse Framework'.

Resolved: That the recommendation set out in the report to the Cabinet Member for Health and Wellbeing be noted, and that no additional comments or suggested alternative recommendations be made.

d. Supply of Asphalt and Bituminous Materials

(Not for Publication – Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interests in disclosing the information)

The Committee considered a report on the conclusion of a framework agreement for the supply of asphalt and bituminous materials and the appointment of contractors to the framework agreement.

Resolved: That the recommendation set out in the report to the Cabinet Member for Highways and Transport be noted, and that no additional comments or suggested alternative recommendations be made.

e. Award of Surface Carriageway Planing Contract

(Not for Publication – Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interests in disclosing the information)

The Committee considered a report on the conclusion of a framework agreement for the provision of surface carriageway planing works and the appointment of contractors to the framework agreement.

Resolved: That the recommendation set out in the report to the Cabinet Member for Highways and Transport be noted, and that no additional comments or suggested alternative recommendations be made.

f. Hire of Vehicles and Plant (Operated and Non Operated)

(Not for Publication – Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. It is considered that in all the

circumstances of the case the public interest in maintaining the exemption outweighs the public interests in disclosing the information)

The Committee considered a report on the proposed award and appointment of suppliers to a framework agreement for the provision of hire of vehicles and plant (operated and non-operated).

Resolved: That the recommendation set out in the report to the Cabinet Member for Highways and Transport be noted, and that no additional comments or suggested alternative recommendations be made.

g. Award of Traffic Management Contracts

(Not for Publication – Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interests in disclosing the information)

The Committee considered a report on the award of traffic management contracts.

Resolved: That the recommendation set out in the report to the Cabinet Member for Highways and Transport be noted, and that no additional comments or suggested alternative recommendations be made.

I Young
Director of Governance, Finance
and Public Services

County Hall
Preston

Cabinet

Meeting to be held on 8 October 2015

Report of the Corporate Director, Operations and Delivery

Electoral Divisions affected: All

Lancashire Safeguarding Children Board Annual Report 2014/15

(Appendix 'A' refers)

Contact for further information:

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Executive Summary

Lancashire County Council is a significant member agency of Lancashire Safeguarding Children Board (LSCB). This report presents, at Appendix A, the Annual Report of the Lancashire Safeguarding Children Board for 2014-5. The production of this report fulfils a statutory requirement and its contents are, to a large extent, determined by the legal framework and this results in a document of some size. A group of young people are currently working on an alternative version with a target audience of children and young people themselves.

The report records a number of positive indications that some areas of risk have reduced and identifies a number of strengths in respect of the Board itself. There remain, however, a number of key areas for further consideration. The above are summarised on page 4 of the report.

Recommendation

The Cabinet is asked to consider the content of the Annual Report and identify any areas they may wish to comment on and any action they may wish to take.

Background and Advice

The LSCB has a statutory responsibility to ensure the effectiveness of work undertaken by agencies to safeguard children in Lancashire. This Annual Report reflects on the work undertaken in this regard in Lancashire for the 2014-15 financial year. The report is attached at Appendix A for information. The Board is required to have an Independent Chair and has the responsibility to promote and protect the welfare and interest of children, young people and their families. The Chair of the Board is accountable to the Council's Chief executive who is, in turn, responsible for ensuring its effectiveness.

Protocols are in place which establish the relationship between the LSCB, the Children and Young People's Trust Board and the Health and Well-being Board and to strengthen this link the Independent Chair of the LSCB has recently joined the Health and Well-being Board.

The Director of Children's Services is a statutory member of the LSCB along with the Cabinet Member for Children, Young People and Schools who is a 'participating observer' on the Board. Cabinet will see that a great deal of effective work to safeguard children has taken place during the last twelve months. However, there are several areas that the LSCB remains concerned about:

- Ensuring equality of services given the complexity and diversity of the administrative area especially in relation to deprivation rates
- Poor health outcomes, especially child obesity, tooth decay and hospital attendance
- Increasing self-harm in young people
- Increasing numbers of CLA from other local authorities (approaching 1000)
- Significant reduction in CPP to below the national average
- Number of CLA above national average
- Increasing number of CSE referrals but no increase in recorded crime
- Continuing development of effective early intervention and preventative
- Disproportionate levels of child deaths from Asian Pakistani heritage
- Achieving successful engagement by the LSCB with schools and early years settings.

The level of concern regarding services for children experiencing emotional and mental health issues resulted in the LSCB reporting its concerns to the Health and Well Being Board who responded by requiring a comprehensive review with the intention re-commissioning services from April 2016..

The LSCB will continue to work with partner agencies to address all areas for development identified in the Annual Report and Lancashire County Council is a key organisation in all this work.

Priorities identified in the current Business Plan are:

- Priority Area 1: Improve the effectiveness of agencies and the community in preventing child sexual exploitation
- Priority Area 2: Improve the effectiveness of agencies in meeting the needs of Children Missing for Home, Care and Education
- Priority Area 3: Improve the effectiveness of safeguarding activity for children in specific circumstances:
 - Children placed in Lancashire from other areas, and in other areas from Lancashire
 - Children whose parents are in prison
 - Children in need of support for emotional and mental health issues
 - Children who are Privately Fostered

The Cabinet will also note that it proposed to align the business functions of both the adult and children safeguarding boards to achieve greater efficiency and improved synergy with shared functions and responsibility.

Consultations

The LSCB has consulted with all partner organisations in the preparation for the Annual Report and with young people in the development of an alternative version.

Implications:

This item has the following implications, as indicated:

There are no additional direct implications for finance or human resource management further to those already provided by LCC and partner agencies for LSCB purposes.

Risk management

All partner agencies need to be fully engaged with services and support to safeguard children and young people in order that children in Lancashire grow up happy, healthy and safe from harm.

List of Background Papers

Paper	Date	Contact/Directorate/Tel
Lancashire Safeguarding Children Board Annual Report 2014/15	September 2015	Paul Hegarty/01772 538352

Reason for inclusion in Part II, if appropriate

N/A

LANCASHIRE SAFEGUARDING CHILDREN BOARD



ANNUAL REPORT 2014/15

Published: September 2015

1. Foreword by Independent Chair

I have been Chair of the Board since the end of March 2014 so this report reflects on activity during my first full year. It covers the period from April 2014 to the end of March 2015. As in previous years, it presents information about the safeguarding of children across the area covered by Lancashire County Council.

Lancashire is an area with a diverse population and complex organisational and governance arrangements. The County Council area encompasses 12 District Councils and six Clinical Commissioning Groups who all have key safeguarding roles. It benefits from the support of a single police force. Two unitary authorities sit within the former geographical footprint of Lancashire County, each with their own Safeguarding Children Boards but we operate collaboratively and to a single set of policies and procedures wherever possible.

The report seeks to set out what we know about children in our area and their vulnerability, what we know about the quality of services and what the continuing challenges are in keeping children and young people as safe as is possible. It remains the case that there are clear links between the prevalence of safeguarding issues and deprivation. Ensuring a clear focus on distribution of need and equitable provision of services remains a key challenge.

The report identifies a number of positive developments, including decreases in the numbers of children identified as vulnerable due to domestic abuse, going missing from home and as victims of sexual abuse. Conversely more children are being looked after by the Local Authority, and more children are of concern due to self-harm.

Child Sexual Exploitation has been a major focus for the Board in the last year with very large numbers of professionals completing mandatory training. More referrals have been received which increases the potential to protect those vulnerable to this form of sexual abuse.

The report also reflects the work of the Board and its sub-groups. Although there have been some issues with attendance at the Board's formal meetings (largely linked to organisational change) agency engagement with the Board is strong, and membership is at an appropriately senior level. The sub-groups involve a large number of professionals and these groups drive forward the business of the Board.

The Board has benefitted significantly this year from the increased involvement of children and young people so that our work has been informed directly by their views and priorities particularly around Child Sexual exploitation and E-safety.

Pressure on resources is a reality for all agencies but the Board has had assurances that front-line safeguarding services will be protected. Around 60,000 professional in Lancashire work with children and families in a variety of services and settings; their work is supported by many community initiatives. Safeguarding is at the forefront of all they do and my thanks are due to them in respect of their continuing commitment.



Jane Booth
Independent Chair,
Lancashire Safeguarding Children Board

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1. Executive Summary

Lancashire is a large and diverse county with complex demographics and significant local variation in deprivation and levels of need. This annual report has sought to provide a clear analysis of characteristics and trends in relation to the safeguarding of children on a multi-agency basis. The LSCB and its partner agencies have made significant efforts to address these issues and continue to provide generally good services in the face of difficult financial challenges and subsequent organisational re-structuring. Throughout these organisational challenges the LSCB has continually sought assurance from agencies that any re-structuring of services does not negatively impact on the safeguarding of children. This will remain a key feature of LSCB challenge. The Annual Audit (Section 11 audit) evidences good levels of compliance with safeguarding requirements across the agencies.

The qualitative and quantitative evidence from the analysis of data, audits and reviews is summarised in this annual report.

A number of positive indications are evident:

1. The percentage of children living in poverty has reduced
2. More children and young people have been identified as being privately fostered and offered support
3. A reduction in the number of incidents of domestic violence where a child is reported to live at the address
4. A decrease in the number of children going missing from home
5. A decrease in incidents of violent and sexual offences against a child
6. An increase in offers of early help - there are fewer children subject to a Child Protection Plan than in the previous two years and there is evidence of increasing numbers of children and families being provided with early help and the quality of assessments leading to early help is improving

A number of key areas for consideration emerge as follows:

7. There are high rates of children "looked after" by the Local Authority when compared to national averages and a significant number of children "looked after" by other local authorities placed in care/fostering settings in the county
8. There has been an increase in the number of concerns about possible Child Sexual Exploitation. There is however no increase in recorded crimes – the increase in concerns reported may be as the result of the increase in basic awareness as a result of mandatory training across the agencies
9. Rates of self-harm, maternal smoking, child mortality rates for children of Asian heritage and rates of hospital attendances related to alcohol use by young people are a continuing concern
10. There is increasing evidence of quality assurance of single agency training being undertaken and of the capture of evidence about the impact of training

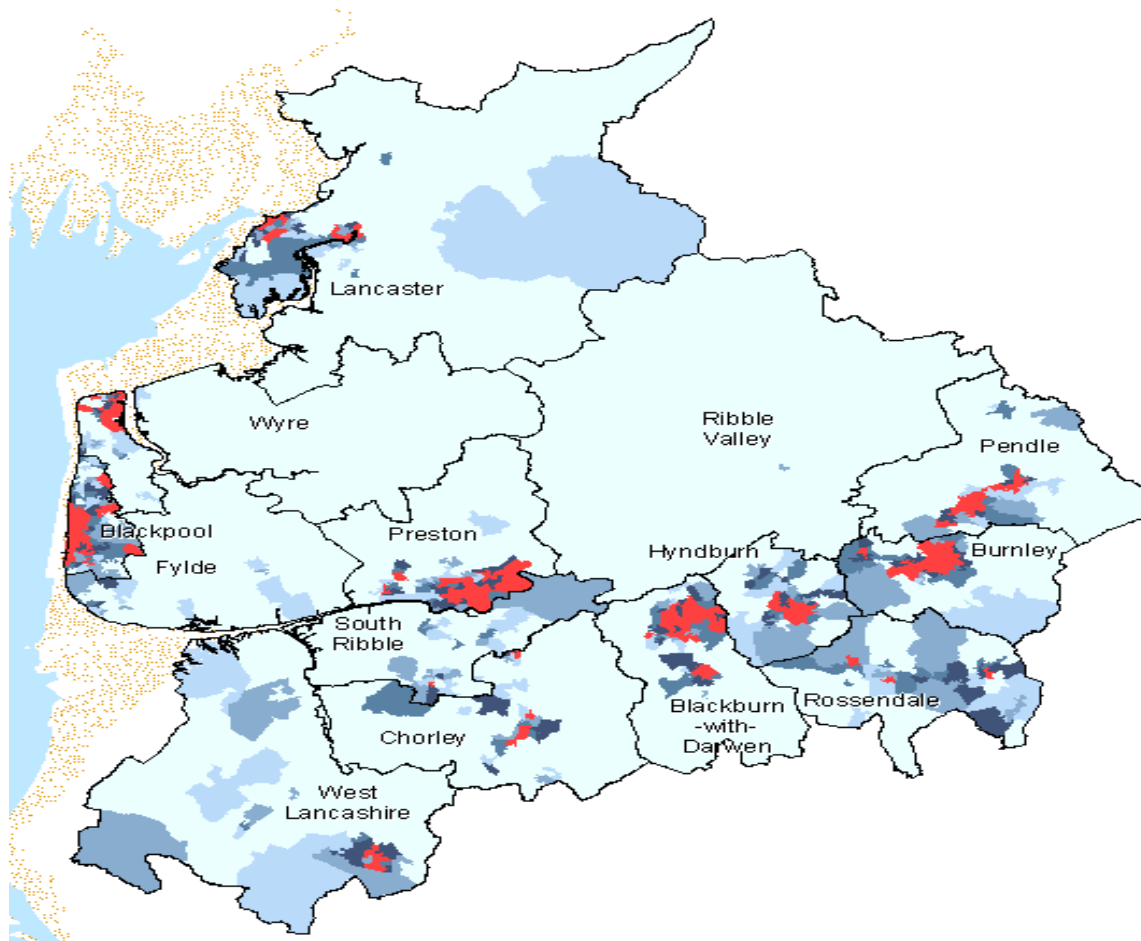
Most notable among the strengths and achievements of the Board itself are:

11. Completion of the Review of the arrangements to safeguard children from Child Sexual Exploitation (the CSE Diagnostic) which evidenced much good practice and has led to service improvements and provided an effective challenge and stock take for agencies and multi-agency strategic forums. From this challenge a review of existing strategic arrangement pan-Lancashire is proposed in December 2015
12. Engagement with private children's homes, particularly those in the private and independent sector
13. Improved working with the Corporate Parenting Board and Health and Well Being Board
14. All agencies largely compliant with Section 11 audit standards
15. Successful delivery of a Safer Sleep Campaign which is seen as a model of excellence
16. All Serious Case Review referrals considered within timescale and the development of an improved process for monitoring implementation of SCR recommendations
17. Completion of an audit of single agency completions at all levels of training completed with results encompassing 46,238 Staff and delivery of learning to 19,020 professionals through a variety of learning events
18. Implementation of an electronic sign up system for all training courses / events
19. Delivery of an 'eSafety Live' conference attended by around 200 professionals with very positive feedback
20. Delivery by the LSCB's Young Advisors project raising awareness of eSafety in primary schools
21. Implementation of a revised quality assurance and performance framework based on that recommended for the NW Region
22. Review and update of the Pan-Lancashire Missing From Home / Care protocol and regular (three times per annum) updates of multi-agency child protection procedures.
23. Delivery of a range of activities to professional and young people during CSE awareness week

2. Local Background and Context

Lancashire is a large and diverse Shire County with one County Council and 12 District Councils. Within the old county footprint there are two unitary authorities, Blackpool and Blackburn with Darwen who have separate administrations and separate Local Safeguarding Children Boards. The total population in the Local Authority County Council of Lancashire is approximately 1.17 million. Within Lancashire, there are pockets of severe social and economic deprivation. Four Lancashire Districts (Burnley, Hyndburn, Pendle and Preston) are in the "top 50" most disadvantaged in England according to the Index of Multiple Deprivation 2010. There are also large areas of economic prosperity such as Ribble Valley and Fylde Borough with "hidden" areas of poverty. The map below shows the 'indices of multiple deprivation' across the county with dark and red areas identifying the most deprived places (includes unitary authorities of Blackpool and Blackburn with Darwen).

Figure 1 – Indices of Deprivation

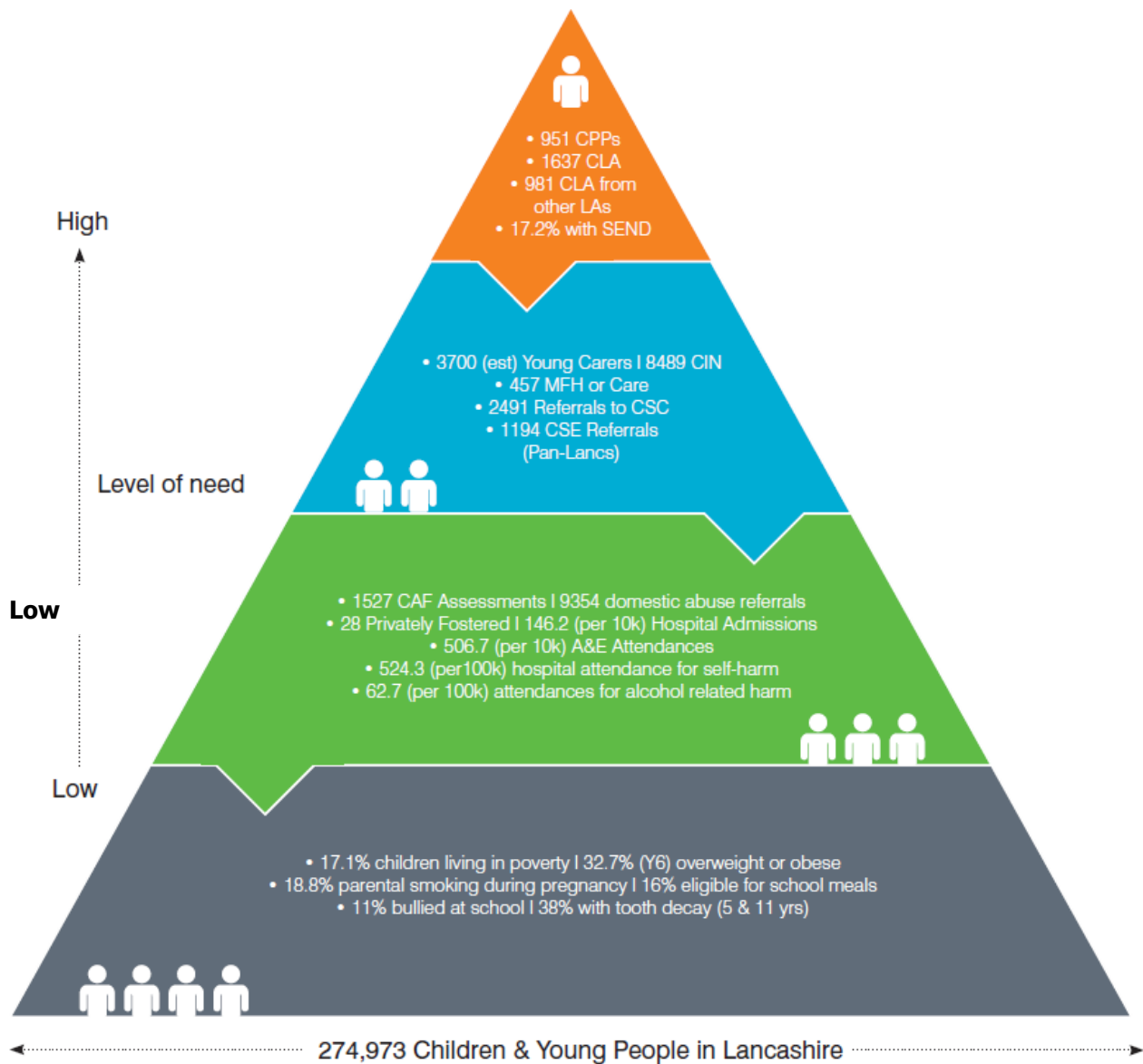


(Source – LCC JSNA 2013)

What do we know about Children in Lancashire?

Lancashire has a child population of around a quarter of a million and within this population. The diagram below summarises some of the key data for children at different levels of need from high to low.

Figure 2 –Levels of Need



Levels of need vary considerably across the county. There is a close correlation between levels of need and indices of deprivation, for example the number of children looked after or subject to a child protection plan is significantly higher in Burnley, Hyndburn, Preston and Pendle; and conversely lower in Rossendale, Ribble Valley and Fylde districts.

Comparator data between Lancashire and national and regional averages on key indicators is provided below: (red indicates where performance is significantly worse than the national average)

Indicator	2014/15	2013/14	National Avg	Regional Avg
Rate of Children Looked After (per 10k)	67.2	66.3	60	81
Rate of children subject of a Child Protection Plans (per 10k)	38.9	44.4	42.1	
Rate of Children in Need (per 10k)	346.8	371.5	346.4	365.3
Referrals to Children Social Care	102.5	121.5	N/K	N/K

(rate per 100k)				
Directly standardised rate per 100,000 (age 10-24 years) for hospital admissions for self-harm	524.3	476.3	412.1	N/K
Under 18s admitted to hospital with alcohol specific conditions: rate per 100,000 population	62.7	71.9	40.1	N/K
Accident and Emergency attendances for children aged 0-17 years (2010/11 – most recent data)	506.7	380.1	525.6	N/K

Children and young people in Lancashire are less ethnically diverse compared to the rest of the country with 12.7% being from black and minority ethnic groups (compared to 21% nationally). However there is wide district variation, with Burnley, Hyndburn, Pendle and Preston populations displaying the greatest ethnic diversity.

Recognition of the diverse needs of different groups of children is central to all areas of LSCB business. Every effort is made to ensure the views of all groups are gathered to inform service developments and business planning.

Ensuring appropriate provision and equity of service access is a key challenge for all agencies providing services. The increase in the demand for Children's Social Care services evident in 2013/14 continues when compared to national averages though there appears to be a slowing down of this increase on the whole. This has been balanced by a substantial increase in CAF/early help interventions which increased from 885 to 1527 in 2014/15, and a reduction in children subject to a Child Protection Plan (from 44.4 to 38.9 rate per 10k) though this has yet to show any impact in terms of the number of children being "looked after" which has increased to 67.2 from 66.3 (rate per 10k). Early intervention and prevention is seen to be key to the effective management of current service demand and financial challenges.

Child sexual exploitation continues to be a priority for partner agencies in Lancashire with an increase in contacts from 505 to 1194 (Pan-Lancashire) in 2014-15. Lancashire continues to have challenges around the use of alcohol by young people and self-harm with high rates of hospital attendances (see table on page 7).

3. What do we know about the effectiveness of Local Services?

Services in Lancashire

All Board partners are subject to scrutiny through the section 11 audit process on an annual basis and there are currently no areas of significant non-compliance.

Key services in terms of safeguarding are provided/commissioned by the following agencies:

- a) Lancashire Constabulary – direct policing and partnership services as part of the Child Sexual Exploitation teams, Multi-agency Safeguarding Hub, Multi-Agency Risk Assessment Conferences and Multi-agency Public Protection Arrangements. The Constabulary has received very positive comments from the Royal College of Policing in 2014/15, especially in relation to its work on CSE and has been judged as 'outstanding' overall by the HMIC during 2015.

CSE Case Study

A 16 year old male with learning difficulties attended the Genito Urinary Medicine (GUM) clinic, and disclosed that he had recently been meeting men following contact on the internet and having unprotected sex. The young person attended with an older male, who he said was a family friend. A referral was made to the specialist CSE team for further assessment.

A young person's worker from the team initially undertook a CSE risk assessment which identified that the young person was being paid for sex and that the 52 year old male was gaining from this by taking some of the money. This enabled the police to take immediate action with regards to arrest and further investigation. Discussions were held with social care and legal advice sought due to the presenting risks and issues about the competency of the victim.

A thorough health assessment was undertaken and a health care plan was formulated in conjunction with the young person in order to address any outstanding health needs. He had little awareness of sexual health risks with regards to unprotected sexual intercourse and poor general sexual knowledge or and understanding of risks this posed to his health, or from meeting in various remote places.

There were concerns with regards to the young person's learning difficulties and that his exact level of understanding was unknown, therefore a referral to paediatricians was made to assess his level of learning need which will result in professionals involved in his case being able to tailor the work they undertake according to his needs.

During the health assessment it was identified that the young person was displaying emotional health difficulties. The young person reported he had previously self-harmed cutting himself with a knife. As a result of this he was referred to community mental health services for a specialist assessment of his emotional health needs.

- b) Lancashire County Council – Support to vulnerable children through direct services from Children's Social Care, Early Support Services, Children's Centres and Schools Services and specific support for children involved in the criminal justice system via the Youth Offending Team (YOT). A range of other council services, including Adult Social Care also support families. There has been no recent inspection by OFSTED however in the 2012 Safeguarding and Looked After Children in February 2012 where Lancashire was judged as being 'Good with outstanding features'. Notwithstanding this, a number of recommendations for improvements were made and a detailed action plan was developed by the Local Authority in collaboration with the LSCB which was signed off as completed. The next Ofsted inspection is likely to take place in 2015/16, however the Board has completed 2 multi-agency inspections referred to elsewhere in the report. In addition to providing services, the local authority commission some of the public health services for

children such as sexual health services and school nursing; from October 2015 they will also be responsible for commissioning health visiting and family nurse partnership services.

- c) Across Lancashire there are six Clinical Commissioning Groups (CCGs) who are responsible for commissioning most hospital and community healthcare services. From April 2015 co-commissioning arrangements are being brought in which will see CCGs getting involved in the commissioning of primary care services.
- d) NHS England is an executive non-departmental public body of the Department of Health whose general function is to promote a comprehensive health service. It does this by allocating funds to, guiding and supporting CCGs, and holding them to account. They are also responsible for commissioning primary care services, specialised health services, health care services for those in secure and detained settings and for servicing personnel and their families.
- e) Six NHS Hospital Trusts – Providing a range of community and acute services including: A&E, health visiting, school nursing, CLA nursing, neo/ante natal care, paediatric services and a range of specialist services.

The NHS hospital trusts that serve the Lancashire area as follows:

1. University Hospital Morecambe Bay NHS Foundation Trust
2. Southport and Ormskirk Hospital Trust
3. Lancashire Teaching Hospitals Foundation Trust
4. Blackpool Teaching Hospitals NHS Foundation Trust
5. East Lancashire Hospital Trust
6. Lancashire Care NHS Foundation Trust

- f) University Hospital Morecambe Bay (UHMB) had been subject to an improvement plan since their 2011/12 inspection found the organisation to be inadequate in a number of areas including safeguarding. The LSCB has maintained consistent oversight of these improvements and sought assurance through senior managers at the LSCB and the (then) Local Safeguarding Group in the North of the County. In 2013/14 the action plan for safeguarding was signed off as completed by the Trust and agreed by the LSCB. A further inspection of the whole Trust by CQC in 2014 placed the Trust into special measures. Since the inspection in 2014, staff and leaders from across the hospitals have worked together, with their health partners, to make important changes to the way services are run. The Care Quality Commission (CQC) carried out a re-inspection of the hospitals in July 2015 which has yet to be published. Whilst the 2014 inspection resulted in an inadequate rating the improvements within the safeguarding processes achieved since 2012 have been maintained and are monitored by the Board through reports from senior managers, quality audits of the Trust Section 11 submission and via the audit of safeguarding standards to the CCG through the contract process
- g) Ormskirk District General Hospital is one of two hospitals within the Southport and Ormskirk NHS Trust. The hospital was subject to a comprehensive inspection of services by the Care Quality Commission (CQC) during November 2014. Although the hospital was rated overall as requiring improvement, with maternity services being rated as inadequate,

the services for children and young people were rated as good in all areas. The full inspection report can be accessed at: <http://www.cqc.org.uk/location/RVY02/inspection-summary#overall>

- h) East Lancashire Hospital Trust (ELHT) underwent a CQC inspection during 2013/14. Although issues and improvements were identified there were no concerns raised in relation to safeguarding practice. There was some concerns with the fluctuating number of A&E staff trained in safeguarding which has now been addressed and is consistently monitored.
- i) Blackpool Teaching Hospitals NHS Foundation Trust is an acute and community provider following a merger on 1st April 2012. The Trust is situated on the west coast of Lancashire, and operates within a regional health economy catchment area that spans Lancashire and South Cumbria, supporting a population of 1.6 million. A range of acute services are provided to the 340,000 population of the Fylde Coast health economy and the estimated 11-million visitors to the seaside town of Blackpool. Since 1st April 2012, the Trust also provides a wide range of community health services to the 500,000 residents of Blackpool, Fylde, Wyre and North Lancashire.
- j) The CQC published their quality report on the Trust following an announced inspection visit, a review of information from their 'Intelligent Monitoring' system and information given to them by patients, the public and other organisations. The inspection team highlighted that patient care in the hospital was recognised as being good by patients that they spoke to and that staff were praised by many who used the service.
- k) Lancashire Teaching Hospitals Foundation Trust operates from two sites, Royal Preston Hospital and Chorley and South Ribble Hospital. Both sites were subject to a comprehensive CQC inspection in July 2014 and although overall the trust was rated "Requires Improvement" it was rated good for children and young people's services and maternity care. It had a very positive focus around children's safeguarding practices. The full CQC report can be accessed at <http://www.cqc.org.uk/provider/RXN>. Lancashire Teaching Hospitals NHS Foundation Trust (LTHTR) along with the Local authority was the first hospital in the country to go live with Child Protection Information Sharing Project (CPIS) November 2014. LTHTR are now looking forward to other NHS Hospital Trusts, urgent care centres and Local Authorities across the country coming on board with CPIS.
- l) Lancashire Care Foundation Trust – Provider of children's (CAMHS) and adults' mental health services, Psychology Services and universal children and young people services such as health visiting and school nursing in East, Central and West Lancashire. LCFT were last inspected by the CQC as part of the Safeguarding and Looked After Children inspection where improvements were identified around access to CAMHS as referred to above. LCFT have been recently inspected by the CQC (May 2015) which will be reported in next year's annual report

Mental Health Case Study

A single Mother with 4 children was referred to local services due to issues with depression and opiate misuse. There was also a history of Domestic Abuse with her ex-partner and the 2 eldest children often argue and fight. The mother regularly misses appointments with mental health services to support her presenting issues.

The eldest, 14 year old child, is being supported by Adolescent Support Unit due to physical and verbal aggression towards her mother and siblings. Poor school attendance is also an issue.

The youngest child has been observed to exhibit emotional distress in relation to the family relationships and unsettled home environment

This family had been involved with services sporadically for a period of time, with no real improvement. A CAF was in place but did not appear to be assisting so a decision was made to refer the case for a social care assessment. This resulted in a 'child in need plan' which included mum accessing support for her substance misuse and the eldest daughter and her mum spending time together in family therapy.

Through effective support and engagement of key services outcomes for the family started to improve:

- *Mum engaged effectively with support for her substance misuse*
- *The eldest daughter's school attendance improved*
- *The youngest child was no longer aggressive and appeared happier*
- *The family relocated to move away from unsavoury influences*
- *The father had more contact with his children and offered financial support*

- m) Lancashire Probation Trust was last inspected in 2011 and judged to be 'Good'. However, the service has now been restructured with 2 arms – the National Probation Service and a (private) Community Rehabilitation Company. Both organisations are represented on the LSCB and are subject to scrutiny via the section 11 audit process.
- n) Cafcass (Children and Family Court Advisory and Support Service) is the voice of children in the family courts and helps to ensure that their welfare is put first during proceedings. In February 2014 Cafcass was inspected by Ofsted. This was the first time that Cafcass had been inspected as a single national organisation. Ofsted found that the quality and effectiveness of Cafcass work with children and families in both private law (arrangements for children) and public law (care and adoption) was good.
- o) Private/Independent Sector Providers – community drug and alcohol services, sexual health services, domestic abuse services
- p) Housing providers – wide range of private providers, Registered Social Landlords, hospices and hostels, sheltered housing provision and local authority housing¹
- q) Voluntary Community and Faith Sector – over 100 different VCFS organisations providing a wide range of service on a commissioned and non-commissioned basis (Eg – carers support, advocacy, fostering agencies, lobbying, consultation)
- r) Schools – over 700 schools including 30 special schools and 13 short stay schools. There are currently no Schools judged to be inadequate with regard to safeguarding
- s) Over 100 children's homes with a high percentage of private providers and out of area placements (Lancashire is a net importer of CLA)² there were no judgements of inadequate during the period.

¹ A scoping exercise carried out in 2012/13 concluded that RSLs and Local Authority providers generally had good safeguarding arrangements but that private landlords often may not

² The LSCB receives notification of any provider that is judged to be inadequate by Ofsted with regard to safeguarding

t) 79 Children's Centres. All are currently judged to be good or excellent

CAF/ Early Help Case Study

Parent B was very reluctant for service involvement as a result of previous negative experiences as a child and a care leaver. This involvement was due to end shortly when parent B reached 21 years old, but following a recent incident and parent B becoming pregnant, the case was re-assessed for an offer of an early help service.

During the initial visit Parent B agreed to being supported through the early help. Family strengths were identified through the assessment process so these could be built upon, unmet needs identified and a multi-agency supported plan agreed to assist with meeting these. Parent B was fully included in all aspects of her family plan/CAF and the lead professional ensured that Parent B fully understood what would happen.

Following support with accessing a range of services Parent B achieved a number of positive outcomes as follows:

- *A healthy pregnancy and give birth to healthy baby*
- *A significant reduction in smoking and associated risks*
- *Now receiving all benefits entitled to*
- *Now has a successful tenancy in suitable housing*
- *Access to domestic violence support services*
- *Access to community volunteering and employment training*

Parent B was very positive about the 'great support' received and feels her life has improved substantially.

u) 909 child minders, 343 day nurseries and 161 pre-school play groups. 10 of which were judged to be inadequate with issues relating to safeguarding during the period

Children and families are also supported by many of the smaller private and voluntary sector organisations who work on a local basis in response to local need. The larger organisations provide or commission a range of services on a countywide basis but given the size and diversity of Lancashire service equity is a significant challenge.

The Board itself exercises challenge and scrutiny of agencies using a number of mechanisms for assessing the quality of local services and agencies commitment to safeguarding children. These include:

Multi-Agency Practice Inspections

2 Multi-Agency Safeguarding Practice Inspections have been completed in 2014/15. One was a countywide themed inspection of Multi-agency Early Help Arrangements. The other was a district based inspection using the Ofsted framework in the district of Burnley. These involved a range of activities including case audits, focus groups, data analysis, interviews with key officers and observation of practice. A multi-agency inspection team carried out these activities together with a group of 'Young Inspectors' who provided feedback from the perspective of children and young people. The inspections highlighted a number of areas of strength and areas for improvement. Some of the key findings are summarised in appendix 1.

Section 11 Audit Process:

Section 11 of the Children Act 2004 sets out agencies responsibilities in respect of safeguarding children and the LSCB conducts an annual audit in all member agencies. The section 11 audit tool and quality assurance process were updated in 2013-14 to ensure all agencies are rigorously assessed with regard to having the necessary arrangements in place as specified. Compliance levels are generally high across the standards set out in the audit. The most

commonly recorded deficits are around training and supervision arrangements where not all staff have been trained to the correct level or have access to specialist safeguarding reflective supervision. Where these issues were present assurance has been provided that improvements are progressing and this has been confirmed through the quality assurance and challenge process and a further monitoring process requiring agencies to give regular updates on progress. There are no outstanding 'red' indicators for any of the agencies at present.

Themed Audits

Themed audits were completed around the understanding and application of 'thresholds' (as defined in the Continuum of Need) which was the priority for 2014/15 in the LSCB QA Framework. One of the audits looked at a sample of CAF assessments the other looked at referrals to CSC across the 3 localities of Lancashire.

CAF Audit - (September 2014)

The findings from this audit were very positive in that nearly all the CAFs were felt to be at the appropriate level of need. There were some quality issues which have informed future plans for workforce development around the use of CAF.

Referrals Audit – (October 2014)

The findings from this audit were positive in that the majority of referrals were felt to be at the appropriate level of need for a child in need of help or protection. Again there were some quality and practice issues around themes such as information sharing, analysis of information, inclusion & consideration of historical information and identification of risk.

Multi-agency Performance and Quality Framework

During 2014/15 the LSCB has adopted the regional LSCB framework which provides an extensive compendium of multi-agency performance and qualitative information relating to all aspects of safeguarding, health and wellbeing. Collating and analysing all the information in the framework has proved to be a challenging and resource intensive task which will continue into 2015/16 when it is hoped a dedicated post will be available to complete and maintain this framework. Notwithstanding this, however, a summary of the analysis to date has been developed and the key themes discussed on the LSCB's development day to inform future priorities and the business plan.

Annual Reports

The Board also receives a number of annual reports in relation to key multi-agency services as follow:

1. LADO (local authority designated officer)
2. CAF / Early Help
3. Counter Terrorism
4. Domestic Abuse
5. IRO (independent reviewing officer)
6. MAPPA (multi-agency public protection arrangements)
7. Multi Agency Safeguarding Hub (MASH)
8. Secure Estate (young offenders institutes)
9. Private Fostering

A summary of key findings from each of these reports for 2014/15 is available at appendix 2.

Themes from Child Death Reviews

The Child Death Overview Panel reviews every child death in the county and analyses any factors that may have lead to the death in order to identify themes and trends for preventative measures. A summary of the key findings for 2014/15 are as follows:

- 89% of deaths reviewed during 2014/15 were completed within 12 months
- 10% of deaths were of children from an Asian Pakistani heritage, this is dis-proportionately represented compared with the child population of 6% in the 2011 census
- 61% of children were aged under 1 year old (36% under 28 days and 25% 28 – 264 days)
- 36% of deaths were due to perinatal/ neonatal events with 21% due to chromosomal, genetic and congenital anomalies
- 24% of death were identified to have modifiable factors*
- Of the 24% of deaths identified to have modifiable factors the most common category of death was perinatal neonatal events (26%) the second largest category was trauma and other external factors (20%) whereas for pan-Lancashire it was sudden unexpected, unexplained deaths
- The four most common modifiable factors were access to service provision, parenting capacity, alcohol/ substance misuse in a parent/carer and smoking

*Factors which could be modified to reduce the risk of future child deaths

Statutory and Legislative Context for LSCBs

Section 14 of the Children Act 2004 and Working Together to Safeguard Children 2015 sets out the statutory objectives and functions for an LSCB as follows:

1. To coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
2. To ensure the effectiveness of what is done by each such person or body for those purposes. Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 sets out that the functions of the LSCB, in relation to the above objectives under section 14 of the Children Act 2004, are as follows:

- 1(a) developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:
 - (i) the action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
 - (ii) training of persons who work with children or in services affecting the safety and welfare of children;
 - (iii) recruitment and supervision of persons who work with children;
 - (iv) investigation of allegations concerning persons who work with children;
 - (v) safety and welfare of children who are privately fostered;
 - (vi) cooperation with neighbouring children's services authorities and their Board partners;
- (b) communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so;
- (c) monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve;
- (d) participating in the planning of services for children in the area of the authority; and
- (e) undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.

Regulation 5 (2) which relates to the LSCB Serious Case Reviews function and regulation 6 which relates to the LSCB Child Death functions are covered in chapter 4 of the guidance. Regulation 5 (3) provides that an LSCB may also engage in any other activity that facilitates, or is conducive to, the achievement of its objectives.

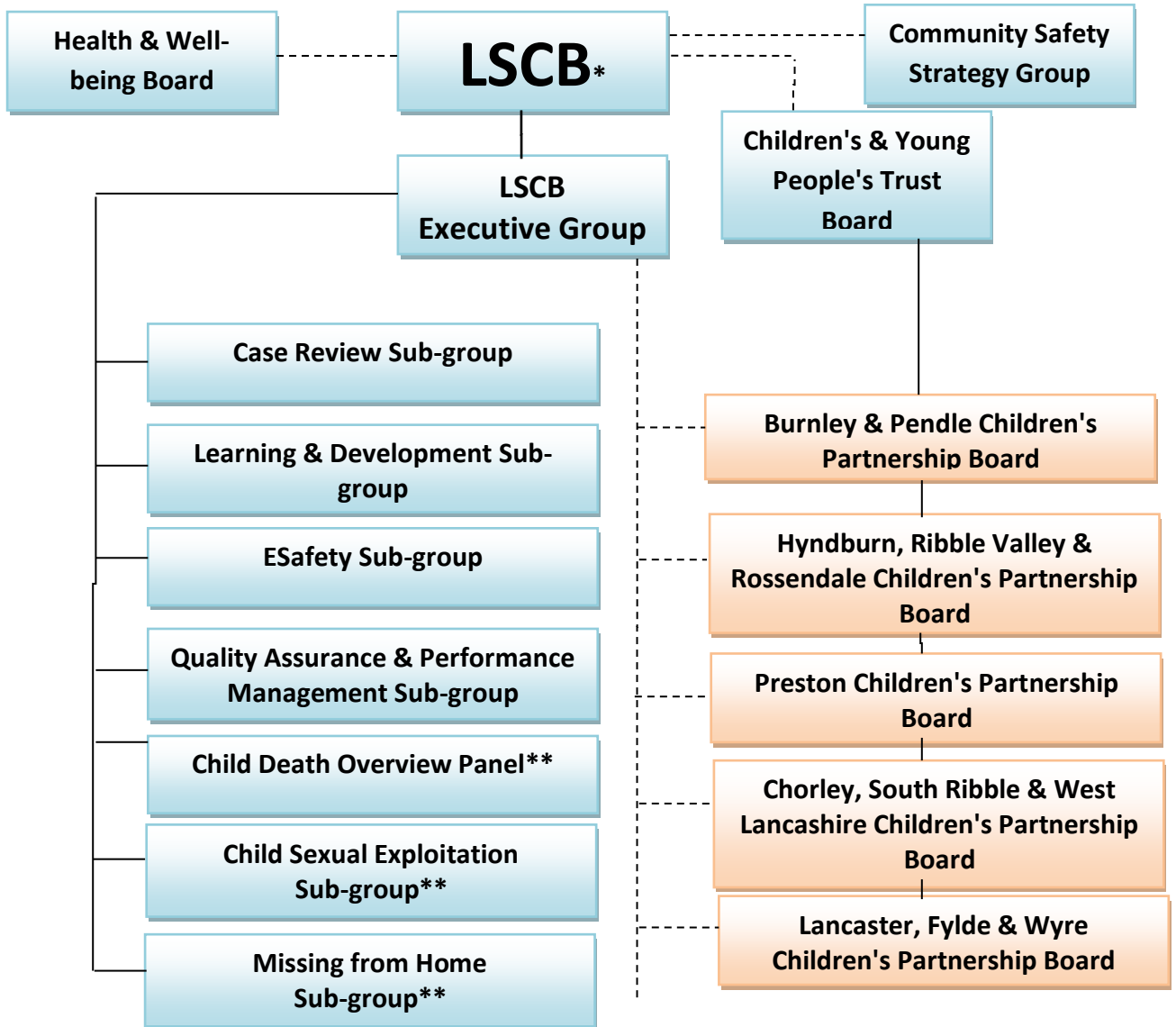
In order to fulfil its statutory function under regulation 5 an LSCB should use data and, as a minimum, should:

- assess the effectiveness of the help being provided to children and families, including early help;
- assess whether LSCB partners are fulfilling their statutory obligations set out in chapter 2 of this guidance;
- quality assure practice, including through joint audits of case files involving practitioners and identifying lessons to be learned; and
- monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the welfare of children

5. Governance and accountability arrangements

The LSCB is now inspected as part of the local area Safeguarding and Looked After Children inspections carried out by Ofsted and according to the most recent guidance will receive a separate assessment and judgement. Previously it was assessed within the wider framework, as per the 2012 inspection in Lancashire where the LSCB was referred to positively. Lancashire was not inspected during 2013/14 so there is nothing to report in this respect.

The LSCB is structured as illustrated below. The chair is held to account by the Chief Executive of the Local Authority and its partners through a process of standardised appraisal. A challenge for the coming year will be embedding the new structures around the CPBs.



* Full Board membership can be seen at: <http://www.lancshiresafeguarding.org.uk/about-us/board-structure.aspx>

** Pan Lancashire Groups

The LSCB Executive Group continues to carry out the executive function and deals with the general business of the Board and has oversight of the Budget, Business Plan, performance information, risk register and any themed reports or annual reports required by the LSCB. The LSCB holds the Executive to account and ratifies / challenges any decisions made by the

Executive where necessary. In 2014/15 the Local Safeguarding Groups were merged with the District Children's Trusts which resulted in 5 Children's Partnership Boards which bring partners together locally under the wider children's agenda. The LSCB holds these to account for delivering effective safeguarding services locally and ensuring safeguarding is embedded in their priorities and plans.

Strategic Priorities

Partnerships in Lancashire such as the LSCB, Children and Young people's Trust, Health and Well Being Board and Community Safety Partnership all produce detailed strategic plans setting out the key outcomes to be achieved within a 3 year timescale. These plans are based on a detailed analysis of the needs, the aspirations of the Lancashire residents and the resources available to organisations to meet these needs and aspirations. The LSCB has arrangements in place to share its annual report with these key strategic groups and join up the business planning processes so priorities can be shared and reflected accordingly.

The LSCB Chair is also a member of the Children and Young Peoples Trust and the Health & Wellbeing Board. A protocol is in place to define the relationship between the groups and their chairs.

The LSCB's broad strategic priorities are currently as follows:

The Board will *ensure* that:

1. We improve the way we work by listening to and responding to the views and experiences of children and young people.
2. We make sure that services work well together, taking and sharing responsibility, to keep children and young people safe.
3. We make sure that the way we recruit, train and supervise those who work with children and young people will keep children and young people as safe as possible.
4. We make sure that everybody who works with children and young people knows that keeping them safe is an important part of their job.

The Board will *take action* to:

5. Help children, young people, their families and communities keep themselves safe and know how to get help.
6. Monitor how well agencies safeguard and protect children and will challenge them when there are concerns about their performance.
7. Use Board resources effectively to give the best results for children and young people.
8. Implement necessary changes that come from research, serious case reviews and any national policy guidelines.

These priorities are part of a 3 year strategy, some of which have received significant attention to date and others will continue into subsequent years.

The following groups of children are recognised by the LSCB as potentially experiencing greater vulnerability:

- Children in Custody
- Children who are privately fostered

- Children who are sexually exploited
- Children with disabilities
- Children Looked After, particularly those moving out of or into Lancashire
- Children of Travellers (especially educational outcomes, immunisations)
- Children with a parent in prison
- Children missing from home or care

LSCB Business Plan

The LSCB has a well-developed business planning framework / cycle based on the strategic priorities detailed above. The business plan is written and agreed at the start of the financial year following a review of the previous year's plan to ensure continuity and carry forward of key priorities where applicable. Progress is monitored at every Executive meeting using a 'RAG' system to identify where activities are not progressing as planned and agree corrective action. The plan is a dynamic document which is regularly refreshed and amended to take account of unforeseen changes or external factors that may come to light in year. The priorities and tasks within the plan are, in the main, delivered through the work of the sub-groups. However, a number of developments are delivered directly by the LSCB Executive, the Chair and the management team. During 2014-15 the Board undertook a range of specific activities related to its priorities:

Children in Custody

At its meeting in January 2015 the Board focussed on safeguarding in secure settings. It received reports about placements of children and was provided with assurance by the Youth Offending team as to the work undertaken to ensure appropriate safeguards were in place. This included assurance that 100% of placements were compliant with national standards with regard to assessment and planning.

Children who are privately fostered

The Board receives an annual report about the work undertaken by the Local Authority to ensure this group of children are identified and that appropriate support is given. The number of such children being identified has increased, enabling support to be offered as appropriate.

Children who are sexually exploited

A comprehensive 'diagnostic' assessment of current multi-agency CSE arrangements was undertaken in Q4 of 2014/15 looking at a range of information and data from all agencies. The aim of this was to understand how effective current arrangements are and where improvements may be required. A detailed report was completed by the LSCB Chair which identified both areas of good practice and areas requiring further development. All agencies were asked to consider and respond to so the LSCB could be assured that recommendations were being taken forward. The diagnostic has been explored with key statutory leaders, in particular the Lancashire County Council Chief Executive and Chief Constable and Police and Crime Commissioner and a number of positive changes have taken place.. Other strategic developments around improved performance monitoring and quality assurance are proposed and will be progressed in 2015/16 and will be reported in the next annual report.

Children with a parent in prison

The regional iHOP coordinator attended the January board meeting to outline the evidence of vulnerability of this group and the work they do in supporting children with a parent in prison. These children are highly vulnerable to poor outcomes but this is often not recognised by agencies as part of the wider safeguarding agenda. All agencies agreed to raise awareness of these issues and promote the supporting resources at the iHOP website and explore developing a notification process via the MASH when a vulnerable child or family was identified. A conference is planned in 2015/16 further explore this issue.

Child and Adolescent Mental Health Services (CAMHS)

Following a number of concerns arising from Serious case Reviews, inspection and audit activity about access to, and the effectiveness of CAMHS the LSCB Chair presented a report to the Health and Well-being Board (HWBB) by way of scrutiny and challenge. Following this it was agreed a full review of current arrangements would be carried out by the HWBB and the service re-commissioned and re-structured in line with the findings to address concerns raised.

Children Looked After, particularly those moving out of or into Lancashire

a) Health Assessments of CLA

Analysis of performance data highlighted issues to the LSCB around the timeliness of health assessments for children who are "looked after" in Lancashire. Following challenge from the LSCB corrective action was agreed between the Local Authority and Health Agencies and improvement targets set. By the end of year improvements were clearly evident and these are expected to continue into 2015/16 when full compliance should be achieved.

b) Relationship with Corporate Parenting Board (CPB)

During 2014/15 the LSCB Chair has liaised closely with the Chair of the CPB (who oversee arrangements for CLA in Lancashire). This has led to much closer joint working between the 2 Boards and an agreement that the CPB Chair attends the LSCB once a year with an annual report on the effectiveness of arrangements for CLA across county. A challenge event is planned in 2015/16 which will be reported in next years report.

c) Private Children's Homes Engagement Event

Linked to the above, the LSCB held a large conference in 2014 to improve engagement with Private Children's homes, raise awareness of current safeguarding issues and provide advice and support via local agencies. This was attended by over 100 representatives from private children's homes and feedback provided was very positive.

Children missing from home or care

The LSCB (in partnership with unitary colleagues) has revised the Pan-Lancashire operational protocol for children missing from home and care and work is currently ongoing to agree and develop a set of performance measures which will be reported to the LSCB regularly. The LSCB has also considered an audit of cases completed by the Local Authority which has informed future planning and developments into 2015/16.

Other specific initiatives:

Schools Safeguarding Audit

Late in 2014/15 key Board members from the schools sector came together to discuss how the LSCB can be assured that schools have effective safeguarding arrangements in place (as defined in Section 175 of the Education Act). Currently a proposal has been drafted which will be further developed and implemented in 2015/16 to improve the efficacy of the approach.

Organisational Re-structuring

Due to the significant reductions in resources for partner agencies in recent years the LSCB Chair has asked all agencies to regularly report on their planned restructures so any impact on safeguarding can be mitigated. The County Council have provided detailed reports, correspondence and assurance in light of their significant restructuring which will continue into next year and beyond.

Innovation Fund Bid – REACH (Routine enquiry about childhood adversity)

The LSCB recently made a pan-Lancashire bid to the DFE innovation fund for support with a project looking at improving support and engagement with young people who go missing from home or care. Unfortunately this bid was unsuccessful but other options are being explored with funding from the board and possible other partners including the Police and Crime Commissioner and police innovation fund.

Alignment with the Lancashire Safeguarding Adult Board (LSAB)

During 2014/15, the LSAB became a statutory function with the introduction of the new Care Act. Through discussion with partner agencies and the 2 Boards it was agreed the current LSCB management team be expanded to manage the functioning of both Boards. This has required an agreement for additional financial contributions from partners, a restructure of the current team and the establishment of several new posts. This work is progressing into 2015/16 when it should be completed and the new team operational.

Domestic Abuse Commissioning Strategy

The County Community Safety Manager was invited to the September 2014 LSCB meeting to present this new commissioning strategy which seeks to ensure more responsive and equitable services for children and adults suffering the effects of domestic abuse. A number of actions were agreed to resolve some of the outstanding issues such as the longer term funding sources and governance / reporting arrangements.

National Association of LSCB Chairs

The LSCB agreed to provide a financial contribution to the National Association of LSCB Chairs to ensure its sustainability and continued support to LSCBs and their Chairs.

LSCB Performance

The LSCB also has performance indicators which relate to the effectiveness of the LSCB, with the year-end returns as follows:

Indicator		2013/14	2014/15	Target	Direction of Travel (at Q4)
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Attendance at LSCB Meetings*		75%	69	80%	Worse
Percentage of Business Plan Actions completed within timescales		90%	95%	90%	Improved
SCRs referrals considered within timescale		100%	100%	100%	Same
Number of cases reviewed by CDOP		Not Available	84	N/A	N/A

*A full breakdown of attendance by agency can be viewed at appendix 3.

The LSCB also has in place; a risk management framework and risk register which is reviewed twice a year to ensure the appropriate controls are in place to mitigate against key risks to the delivery of LSCB business and the effectiveness of the partnership.

Views of Children, Young People

Within recent years the LSCB had developed robust arrangements for involving children and young people in various aspects of its work and seeking their views as appropriate. Specifically within 2014/15 the following

- a) Engagement in national 'take over day' - a young person co-chaired the LSCB meeting which proved a rewarding and useful experience and challenged LSCB members to ensure dialogue is meaningful and accessible to young people
- b) Involvement of the Young Inspectors in multi-agency practice inspections (see above)
- c) Completion of the Lancaster Young Advisors peer tutoring project (with support from the eSafety Sub-group) where a group of young advisors delivered eSafety awareness raising sessions in a number of primary schools across county. These were very well received with positive feedback from children and teachers
- d) Presentation to the LSCB of the Corporate Parenting Board annual report by looked after young people
- e) Engagement of young people in a CSE conference which informed a parallel event for adults and influenced the CSE Strategy

As part of the SCR process the LSCB routinely consults and seeks the views of family members in relation to the review and ensures their views are appropriately reflected.

6. Key Achievements from LSCB Sub-groups

The work of the Board is delivered through a range of themed sub-groups as illustrated in the Board structure. Each sub-group has its own work plan which is drawn from the LSCB Business Plan which in turn is based around the Boards strategic priorities. The work plans have been reviewed for the year and key achievements are as follows:

Case Review Group

To consider referrals for SCRs against the criteria, commission case reviews and monitor implementation of single and multi-agency learning from case reviews.

SCR Activity 2014/5

Commenced: 3 young people (1 out of area)

Published: 0 (3 reports have been published since April 2015)

On-going: 5 young people (2 out of area)

- Led on one SCR involving five other local authorities
- Developed effective working arrangements with an aligned DHR review

Key Achievements 2014/15

- Developed a clear link to SCR learning outcomes and action monitoring
- Developed and cascaded learning lessons to all partner agencies to inform future professional practice
- Full engagement in the NW Regional chairs initiative to increase the availability of local reviewers.
- Maintained performance and focus in the face of a high number of SCRs

Priorities for 2015/16

- Review action planning report format to ensure effective link a learning framework that will evidence impact and outcomes
- Develop a wider pool of external and internal reviewers
- Refresh terms of reference and membership
- Strengthen links to the CDOP panel
- Explore opportunities to further develop joint working on Domestic Homicide Reviews and links with adult Serious Case Reviews
- Consider referrals against criteria for Serious Case Reviews
- Review process document and agree new templates and associated documents
- Ensure messages from case reviews are widely disseminated within all agencies
- Align the LSCB SCR and Multi-agency Learning Review (MALR) process to the emerging LSAB board alignment

Learning & Development

The principal purpose of LSCB learning & development sub-group is to promote learning and development.

Key Achievements for 2014/15

- 1669 places were provided to professionals who attended LSCB face-to-face training events, and 17351 places were provided and completed for e-learning, making a total of 19020 places provided via the LSCB learning programme

- In 2013-14, L&D sub planned 84 training events. Of those, 8 were cancelled. An additional 8 events were added through the year. In total, 84 courses/seminars/conferences were delivered
- Held SCR briefings, with a joint programme with Blackburn with Darwen and Blackpool LSCBs, which were evaluated and found to provide excellent learning
- Provided advice/consultancy to 64 organisations which approached the LSCB Training Unit
- Recruited new members to the training pool to replace the members who left
- Implemented on-line sign up system for all courses
- Expanded the programme to include more ways of learning to ensure we offer a diversity of learning opportunities which make learning and development accessible for the workforce across agencies in Lancashire. Shorter workshops have proved to be in demand
- Brought new learning and research into SCR learning seminars
- Met six times in the year, sub-group membership healthy and works well
- Contributed to the regional learning by membership and contributions to North West Inter Agency Trainers group
- Provided a course on 'creating safer organisations' aimed at voluntary sector organisations
- Development and publication of 'seven minute briefings' on a monthly basis

Priorities for 2015/16

- Develop robust arrangements for assessing the impact of training on practice and outcomes for children and families
- Continue to develop a high quality learning and development programme for 2015-16
- Continue to manage the allocated financial and other resources effectively to ensure the continued delivery of a high quality learning and development programme, recognising the financial constraints that may be applied
- Manage the alignment with the LSAB to ensure the maintenance of performance whilst assisting in the development of the adult board learning and development function
- Continue to invest in the practitioner-trainers who deliver the bulk of LSCB training
- Continue to streamline the course administration process and to automate as many processes as possible
- Fully understand the gaps in respect to safeguarding learning and development amongst Lancashire's workforce
- Respond to the learning and development needs identified within safeguarding practice, Serious Case Reviews, Child Death Reviews and Multi Agency Learning Reviews
- Continue to communicate and ensure the participation of young people in the work of the L&D sub
- Develop a process for determining that learning and development has had improved outcomes for children and families

ESafeguarding

To raise awareness and support agencies in protecting young people from the risks associated with the use of the internet and social media.

Key Achievements for 2014/15

- Lancaster Young Advisors transition project delivered in selected Primary schools across Lancashire. Useful evidence-base established of views of Y5 & Y6 children on what would make the Internet a better place
- Esafety Live 2015, Conferences delivered successfully with large attendance from colleagues across the children's workforce. Associated events also held in Blackpool and Liverpool on consecutive days as part of regional approach. Important evidence-base established on issues arising and areas colleagues would like to see more support with
- Continued engagement across related safeguarding areas in spite of challenging organisational and financial circumstances
- Engagement with locality/borough colleagues to raise awareness of online safety in support of Parental/Community Engagement priority
- Liaison with CSE Focus Group to establish views around Online CSE and suggested improvements
- Increased engagement at National level with Central Government agencies to support aspects of online safety (e.g. advice given re: online radicalisation/school engagement)
- Invitation to join Safer Internet Day Stakeholder Group informing priorities, themes and activities for annual (International) Safer Internet Day
- Successful progression of eSafeguarding Strategy Action Plan priorities and identification of new and emerging threats facing C&YP

Priorities for 2015/16

- Secure and host ESL 2016 across region as part of collaborative approach and repeat survey of children's workforce to establish requirements
 - Review current Action Plan for currency and reflect findings of ESL 2015/16 to inform future progression
 - Secure high-level commitment from partner agencies to allow longer-term strategic approach in addressing eSafeguarding agenda
 - Further develop partnership activities to support aims and co-ordinate approach
 - Populate online presence with selected recommended resources and good practice
 - Identify and develop response to emerging risk areas
 - Review and re-focus on Safer Learning objective to support teaching and learning practices across the region
 - Review national developments (e.g. Ofsted Inspection Criteria) and develop effective approach to support positive outcomes (e.g. recommended good practice)
 - Continuation and development of Pan-Lancashire eSafeguarding Group as central resource of expertise and co-ordinating group for agency activity across partners
 - Continued representation on National groups and associated agendas to highlight Lancashire issues and inform national progression
 - Reflect national developments (e.g. Ofsted) and embed as good practice where applicable
 - Develop engagement with regional and national partners to further collective priorities and share expertise/good practice
- Continued support for member agencies in developing provision and supporting best practice

Quality Assurance

To provide the LSCB with a qualitative and quantitative evidence base to demonstrate how effective multi-agency safeguarding practices and arrangements are.

Key Achievements for 2014/15

1. Completed 2 multi-agency safeguarding practice inspections – a themed countywide inspection of Early Help and a local inspection in Burnley
2. Obtained section 11 audits from all statutory agencies in Lancashire with no areas of non-compliance
3. Completed peer reviews on 6 agencies with regard to their section 11 audit returns and agreed a number of improvements
4. Completed multi-agency audits of CAFs and referrals to CSC across the County to determine whether thresholds are well understood and applied consistent
5. Presented Lancashire's Multi-Agency Safeguarding Practice Inspections as an example of good practice at the regional LSCB Quality Assurance and Performance Seminar
6. Made significant progress in implementing the regional LSCB Quality Assurance and Performance Management Framework
7. Developed an Audit Monitoring Log to ensure recommendations from audits are implemented and reported back to the LSCB
8. Established regular QA reporting of Early Help and CAF arrangements
9. Developed a combined CCG / S11 audit tool to prevent duplication for Health Agencies
10. Completed Multi-Agency workshops outlining Lancashire's Assessment and Planning Framework

Priorities for 2015/16

- Completion of 2 further multi-agency safeguarding practice inspections
- Completion of a practitioner survey across all agencies to ensure their views are understood and inform service planning
- Further development and analysis of the regional framework via a dedicated resource
- Continued QA of section 11 audits through multi-agency site visits
- Establish better connectivity and reporting with the CSE and MFH sub-groups so QA activities are joined up
- Continue to monitor progress with recommendations and actions from audits and MASPIs
- Establish a standing multi-agency audit group
- Complete an audit of the safeguarding arrangement for CLA placed in Lancashire from other areas via the audit group
- Complete a focus group with practitioners on the response to non-accidental injuries
- Audit of CSE cases in relation to the MASH to assess how effective it is and identify any barriers to further development

Child Death Overview Panel (CDOP)

Reviews all child deaths in Lancashire to identify themes and trends to inform preventative developments

Key Achievements 2014/15

Safer Sleep Campaign: The Campaign has continued to supply professionals with materials to support them in providing consistent messages to parents/ carers across pan-Lancashire. There are plans to: develop the materials with a risk assessment tool, commission a pharmacy campaign with Public Health and commission training from the Lullaby Trust for front line professionals. There has also been Regional interest in the materials which is very positive and will help in providing regionally consistent messages and reduce cross-border differences

particularly for acute trusts. During the forthcoming year we will look to place a bulk order of materials with Merseyside and Cheshire East which will benefit pan-Lancashire by reducing the unit price of materials, we will try to promote the materials with other LSCBs in the Region too. The Safer Sleep Guidance has been updated and ratified by Professor Helen Ball (Professor of Anthropology at Durham University, specialising in infant sleep)

CDOP Newsletter: The Panel produced its first CDOP newsletter to raise awareness to particular issues and dangers in December 2013. The feedback received was very positive and more are planned for 2015/16.

CDOP Development Day: A half day development day was held in March 2015 which a discussion regarding the effectiveness of the sub-groups and what priorities they should have, panel member responsibilities, identification of the Panel's 2015/16 priorities and a review of how consistent the CDOP is. This involved a number of cases which were selected at random being re-anonymised and put to the Panel for a second review without their knowledge (during the 2014/15 reporting year). The cases were given a full discussion and a form C documenting the Panel decisions and identification of issues was also completed. The cases were presented to the development day delegates to review and compare the original decisions with the second decisions. Overall it was concluded the Panel are relatively consistent in their decision making, they are improving in identifying modifiable factors and how these are recorded. However, it was noted there still appears to be similar issues across agencies particularly in relation to information sharing that are still relevant.

SUDC Protocol Launch: CDOP have successfully overseen the review and update of the pan-Lancashire SUDC Protocol, a multi-agency document to inform professionals of their responsibilities following the unexpected death of a child/ young person. The three Boards ratified this document in March 2014 and it was widely disseminated. The protocol multi-agency training will be available throughout 2014/15.

Self-Assessment Tool: The Panel completed a self-assessment tool based on Working Together (2013), the Terms of Reference and additional factors that provide extra value to the CDOP. All items are green with the exception of 3 which are amber and ongoing.

Priorities for 2015/16:

- Identify a new chair for January 2016
- Establish a CDOP database
- Review and update the Safer Sleep Guidance
- Review of SUDC Service
- Thematic review around unascertained and SUDI deaths

Child Sexual Exploitation

Strategic multi-agency group to ensure a coordinated multi agency response to CSE.

Key Achievements for 2014/15

- *College of Policing Peer Review deemed the response to CSE as “good” in Lancashire.* The review team found sound partnership working taking place and that the LSCB diagnostic tool is a positive step.

- *Record numbers of referrals to the CSE teams 2014-2015= 1515.* An increase can be seen as a positive step as more victims are identified and able to engage with the CSE teams for means of support.
- *CSE Awareness week (Operation Toledo) – Conference with highlights from CPS; a victim from Rotherham and the Awaken CSE team.* The week was highlighted in terms of success in delivering awareness raising across the County; supporting operational activity and providing the communities with advice on all aspects of CSE
- *CSE Awareness Day in February 2015.* All agencies undertook activities promoting awareness of CSE
- *Taxi Licensing Boards across Lancashire agree to consistent approach in raising awareness of CSE and improving application process to safeguard vulnerable people.* The Office of the Police & Crime Commissioner (OPCC) and Public Protection Unit (PPU) HQ have held briefings to gain the support of the licensing departments in introducing a robust application and renewal process to protect those most vulnerable
- *Childrens Partnership Boards adopting the delivery of local initiatives to evidence the CSE Strategy and Action Plan.* The CSE strategy and Action Plan have been delivered to all Boards across the County who will now undertake activity specific within their area in line with the objectives of the Pan-Lancashire plan
- *Creation of Online Child Abuse Investigation Team (OCAIT) team in Lancashire Constabulary.* A specialist team of Detectives has now been created to deal with Online Child Abuse investigations. The team work closely with the National Crime Agency and regional operations as well as those reported within Lancashire
- *Expansion of specialist resources within the CSE teams, notably in the North and South of the County.* Satellite teams have been established in both Lancaster and Skelmersdale as demand has been identified and reported
- *Briefing on CSE delivered to all Cabinet members and county councillors*
- *Lancashire Constabulary has promoted the work of the multi-agency teams in London following national work undertaken to determine the threat of CSE*
- *LSCB Online training on CSE undertaken by 8488 staff members.* LSCB face to face training delivered to 43 delegates

Priorities for 2015/16

- *Engagement with Education establishments.* Challenges still exist in ensuring all children and school staff receive the right level of training and support.
- *Greater awareness raising in BME and harder to reach communities; Leisure and Hotel industries.* Methods and means of engagement with these members of the community are being canvassed in order to tailor the correct and most effective approach.
- *Pan-Lancashire training to greater numbers of professionals through larger and more concise sessions.* 3 events have been organised so far to 100 + professionals
- *Continued engagement with Children and Young people to deliver services by, and for, them.* Participation leads within Authorities to be encouraged to provide cohort and Young Peoples conference work to continue
- *Collaborative work with licensing departments to ensure safeguarding of vulnerable people.* Enhanced training and application and renewal process to take effect for Taxi drivers.

- *Continued collaborative Pan-Lancashire approach to achieving strategic objectives.* The Group will ensure the approach to CSE continues to be as a result of collaborative work across the whole of Lancashire.
- *Continue to undertake reviews of national and regional research and publications in the field and make recommendations and share best practices*
- *Ensure Multi-agency Sexual Exploitation (MASE) meetings are delivering a multi-agency Pan-Lancashire response to the needs of children and young people in their respective areas*
- *Childrens Society commission to deliver CSE training in Lancashire's schools.* The commission of work will deliver CSE training to all Lancashire maintained secondary school pupils and their families until August 2016
- *Development of bespoke Problem Profile for each Authority area.* Work is underway to update the problem profile to ensure it is relevant for all areas.
- Working with commissioners to ensure appropriate therapeutic services are available to Children and Young People in Lancashire

Missing From Home (MFH)

Strategic multi-agency group to ensure a coordinated multi agency response to MFH.

Key Achievements for 2014/15

- Completion of 6 month report by Children's Society of RHI's (return home interviews) and continued provision of service commissioned. 183 were completed – 80% of those commissioned and a total of 179 were able to access further support as a result
- Missing children conference to be arranged for early 2016. LSCB is arranging a multi-agency conference aimed at young people and professionals to assist in recognising the stages of the journey and where and how to access support and policies to assist
- Effective data provision of Missing episodes shared with Local Authority area. The sub group has a standing item to provide Community Safety Partnership information relation to those children and young people who go missing from home

Priorities for 2015/16

- Effective Return Home Interviews are providing relevant information and Intelligence to agencies and assisting in delivering a reduction in repeat episodes. A task and finish group has been set up to deliver this priority
- Further resourcing for Missing Persons as it continues to be a priority area for all agencies. Demand in certain areas is particularly high and the vulnerabilities identified require further research and analysis in order to deliver preventative work; resource demand and deliver training where identified
- Ensuring children with identifiable risks are categorised correctly within the Missing or absent definition to provide the most relevant response. Absent and Missing reports continue to be scrutinised by agencies and highlighted where concerns are made and reports delivered to evidence the response is appropriate
- Continued relevant information sharing between partners to provide effective support for those children regularly missing
- The link between missing and radicalisation to be highlighted via an awareness raising initiative on vulnerability and warning signs to consider. Prevent and Channel continue to deliver training and their work delivered to members of this group for awareness raising

- Pan-Lancashire Action plan for Missing Children to deliver priorities. Members of this group to deliver a plan that is evidence based and relevant to deliver their priorities
- LSCB Conference on “Missing “ to be run in conjunction with Young People to deliver awareness of missing journey; risks associated and policies and procedures required
- Problem Profile of Missing Persons to be undertaken. Analysis and mapping of the missing picture to be undertaken to inform agencies of the scale of the problem and identify where actions need to be taken
- Continue to work closely with the CSE Strategic Group identifying links between missing from home and CSE
- Link to REACH bid

Children's Partnership Boards

In 2014/15 as part of a wider review of partnerships across county, the LSCB agreed to work with the Children's Trust Partnership Board to rationalise the number of partnership groups in light of reduced resources and the need for efficiency savings in all partner agencies. To this end it was agreed, through a process of consultation and planning to merge the functions of the Local Safeguarding Groups (LSCGs) and the District Children's Trusts (DCTs). This resulted in the 12 DCTs and 3 LSCGs combining into 5 Children's Partnership Boards covering the following districts:

1. Burnley & Pendle
2. Hyndburn, Rossendale and Ribble Valley
3. Lancaster Fylde & Wyre
4. Chorley, South Ribble and West Lancashire
5. Preston

During the latter part of 2014/15 the LSCB worked closely with the new groups to ensure safeguarding is effectively embedded in their priorities and group membership is representative of local safeguarding agency leads. The LSCB has also agreed to share a number of its reports such as this Annual Report, the Child Death Overview Panel Annual Report, Serious Case Review Learning and other reports as and when necessary to ensure the key messages are considered locally in the wider context of children's services.

The LSCB has now established clear reporting arrangements and regular update reports are received from the CPBs which are considered by the LSCB. During 2015/16 the LSCB will look to further develop its relationship with the CPBs to ensure they are held to account effectively with regard to safeguarding within their plans and activities. A review of key discussions within the LSCB is reported on a bi-monthly basis to CPB's

9. LSCB Budget

INCOME	Annual Budget
Contributions to Board	
North Lancashire CCG	18,917
Fylde & Wyre CCG	18,918
Greater Preston CCG	16,000
West Lancashire CCG	8,535
Chorley & South Ribble CCG	13,300
East Lancashire CCG	37,835
Police	43,938
Probation Service	13,488
Cafcass	550
Lancashire County Council	112,000
	267,100
Child Death Overview Panel	
Lancashire County Council	73,500
Blackpool	8,820
Blackburn with Darwen	15,680
	98,000
TOTAL LSCB INCOME 14/15	381,481
EXPENDITURE	Annual Budget
<u>Central</u>	
Staffing Costs	100,400
Transport	1,700
Printing and Stationery	1,000
Telephones	600
Staff Subsistence	1,000
Panel/Professional Fees	20,000
Venues (Meetings/Room Bookings & Hospitality)	1,500
Other Expenses	2,000
	128,200
<u>Child Death Overview</u>	
Staffing Costs	60,000
Transport	1,000
Printing and Stationery	500
Telephones	100
Staff Subsistence	200
Venues (Meetings/Room Bookings & Hospitality)	1,000
Other Expenses	35,200
	98,000
<u>Serious Case Review</u>	

Staffing Costs	24,400
Professional Fees	45,000
Venues (Meetings/Room Bookings & Hospitality)	2,000
Other Expenses	1,000
	72,400
<u>Training</u>	
Staffing Costs	74,700
Transport	1,600
Printing and Stationery	1,600
Staff Subsistence	1,000
Professional Fees	30,000
Venues (Meetings/Room Bookings & Hospitality)	15,000
General/Other Expenses	15,000
	138,900
TOTAL LSCB EXPENDITURE	437,500
Reserves	£
Reserves as at 31/03/2014	-268,418
Reserves to be used to balance 14/15 Budget	56,019

10. Priorities for 2015/16

Priorities identified in last year's annual report were as follows:

1. The application and understanding of thresholds and the continuum of need
2. Continued awareness raising and analysis of the risks presented through use of the internet and social media
3. Embedding the use of the refreshed CAF process and ensuring timely and appropriate early support services
4. The effectiveness of the Multi Agency Safeguarding Hub (MASH)
5. Domestic abuse data and evidence of the effectiveness of services on a countywide basis
6. Awareness of Private Fostering requirements and monitoring of number of cases
7. Engagement with private sector children's homes
8. Accurate monitoring of single agency training (quality and quantity)
9. The incidence of self-harm and causal factors
10. Alcohol use by young people
11. The higher than average incidence of smoking during pregnancy and infant mortality
12. Ensuring assessments are multi-agency and holistic; especially regarding: voice of the child, the role of men/fathers, accurate and up to date information, professional challenge / scepticism, consideration of historical information
13. Ensuring services target resources to areas of need effectively
14. Accurate and regular performance data on a countywide basis from health agencies

While good progress has been made with most of these priorities as evident from this annual report, it is clear that some of these issues will continue to remain a priority for the coming year and beyond (E.g. – self harm, alcohol use, accurate performance data). In addition to this the following challenges and achievements will also inform key priorities and business planning for the coming year (and in many cases beyond):

1. Complexity and diversity of the administrative area especially in relation to deprivation rates
2. Poor health outcomes, especially child obesity, tooth decay and hospital attendance
3. Increasing self-harm
4. Increasing numbers of CLA from other local authorities (approaching 1000)
5. Significant reduction in CPP to below the national average
6. Number of CLA above national average
7. Increasing number of CSE referrals but no increase in recorded crime
8. Ensure effective early intervention and preventative service responses continue to be developed
9. High level of agency compliance with S11 standards
10. Disproportionate levels of child deaths from Asian Pakistani heritage

11. Contact details

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12. Appendices

Appendix 1

MASPI's

Summary of Key Findings

Early Help inspection:

Strengths:

- All actions from initial plan completed
- Improved commissioning based on need and views of children and families
- Significant investment in service development and workforce development
- Holistic approach looking at whole family via Team Around the Family (TAF)
- Engagement of VCFS
- Improved understanding of what 'good' looks like
- Good use of JSNA and consultation with C&YP
- Improved outcomes for early years

Weaknesses

- Governance / reporting unclear
- Improved understanding of what early help is across agencies
- More clarity required about step up / down process
- Lack of analytical capacity
- Use of community assets could be better
- Impact of Children's Centre Plus and YPS not well evidenced
- SCR learning not fully embedded
- Mixed understanding of Continuum of Need
- Variable use of CAF

The Burnley inspection:

Strengths

- Good practice and committed staff generally
- Good evidence of voice of child
- Improved involvement of health practitioners in safeguarding
- Social work forum works well
- Supervision & reflective practice well evidenced
- Improved pathways re CAMHS
- Young inspectors found YPs were generally positive about living in Burnley

Weaknesses

- CSC accommodation not good, scope for improved co-location
- LCS and recording issues
- Accessibility of CP medicals
- CSC leadership / management unclear (at the time)
- Social workers over burdened with admin

- Inconsistency / continuity of professionals at core groups
- Multi-agency decision making at core groups
- Impact of Police restructure in relation to CSE

The findings from these inspections were presented to the local Children's Partnership Boards who have developed an action plan to address any areas for improvement and recognise and promote areas of achievement. These action plans are overseen by the LSCB QA/PM Sub-group until they are completed and signed off.

Appendix 2

LSCB Annual Reports - Summaries

Local Authority Designated Officer for Allegations (LADO)

Overall the LADO has seen an increase in activity and referrals, contacts have increased from 1076 in 2014 to 1616 in 2015. This is likely attributable to more awareness raising and improved information sharing (possibly resulting from location to the MASH) and a widening of the definition of regulated activity in statutory guidance. Timeliness of initial response has improved, but there has been an apparent decline in performance with regard to time taken to resolve cases; this however represents a higher proportion of complex cases in the sample due to changes in how the cases are categorised. Provision of a LADO assistant has had a significant impact on resolving open cases.

CAF / Early Help

The total number of CAFs initiated during 2014/15 increased substantially from previous year (approximately 50% increase) and the vast majority of closed CAFs were due to needs being met. A quality assurance process is now in place and will enable better monitoring of quality and completeness of information in future. A total of 3,070 people completed the CAF eLearning module with 183 practitioners completing the CAF champion training. Early Help / CAF module on LCS needs progressing ASAP as database is very limited.

Counter Terrorism

The Counter-Terrorism and Security Act 2015 (CTSA 2015) was granted Royal Assent on 12th February 2015 and came into effect on 1st July 2015. It requires specified bodies to have due regard, in the exercise of their functions, to the need to prevent people from being drawn into terrorism. LSCBs need to be assured agencies have considered the guidance especially with regard to staff training. The Chanel Team continue to provide training to partner agencies.

Domestic Abuse

Lancashire Action against Domestic Abuse (LADA) is now the group with strategic and senior representation across all relevant statutory and 3rd sector agencies responsible for the delivery of front line services across the county. It governs the following which are its now sub-groups:

- MARAC Steering group
- HBV/FM/FGM Steering group
- SDVC Steering group

An outcome focussed strategy will be developed to ensure equitable services for victims and offenders across county. This will be ratified by the district Chief Executives Group.

IRO

The IRO service is now fully staffed, however, IRO capacity remains a significant challenge and caseloads are consistently higher than that recommended in the IRO Handbook. There has been an improvement in performance in relation to the proportion of reviews (CLA and CP) completed within the required timescale. Performance in relation to participation of children in their review has increased to 97.6% in 2014-15 from 95.2% in 2013-14. Attendance by key agencies and families at reviews is generally high. Transition to LCS continues to present challenges. A new locality management model will be introduced in 2015 to further improve efficiency of the service.

MAPPA

Lancashire MAPPA's performance continues to be strong although the lack of attendance by some Duty to Co-Operate agencies at Level 2 meetings can be concerning. The numbers of cases managed at MAPPA level 2 continues to fall across Lancashire and this is attributed to more robust screening process at the referral stage along with the 'Four Pillars' Risk Management approach.

Multi Agency Safeguarding Hub (MASH)

The estimate for police referrals at the commencement of MASH (pan Lancashire) was 34000, clearly this had been drastically underestimated and the first year of MASH saw a total of almost 50000 referrals and 47000 in year 2.

Moving to phase 2 may lead to a doubling in referrals and plans need to be agreed as to how this volume can be managed / resourced. The multi-agency staff structure is working well to improve information sharing and appropriate escalation / step down, however, it is felt that Probation, IDVA and Mental Health professionals would further strengthen this.

Secure Estate

During April 2014 – March 2015, 34 young people were remanded to secure placements and 54 young people were sentenced to custody. The majority of these were placed in YOIs and were nearly all male. 44% of sentenced young people were CLA. 100% of all ASSETs were completed for the period and there were 7 notifications of restraint. Access to accommodation and employment / training are the 2 biggest priorities for young people upon release.

Private Fostering

The Private Fostering Champions Group has continued to take the work forward by the development of plans. LCC have a budget for publicity information and publicity campaigns continue to be delivered to targeted groups as well as more generally. The website and pages have also been updated to ensure information is up to date.

There were 47 notifications received during the year and compliance with processes and timescales is generally in line with last year's performance though there are some concerns about the accuracy of the data due to implementation of LCS. All cases have been audited by at least one children's social care manager so the LSCB can be reassured that no children were left at risk. There are still some challenges with the use of LSCs, timeliness of DBS checks and ensuring YPs are informed of advocacy services.

Appendix 3

LSCB Attendance

Agency	% Atn
Children's Society	67
LSAB	67
Chair QA/PM	100
EL CCG	100
LCC (Lead Member)	67
LCC (DCS)	83
LTHT NHS	67
Probation	100
Police	67
CCG - C&SR, WL and Preston	83
District Councils	50
LCC	83
Indep Chair	100
LCFT NHS	83
CVS	50
LCC SI&A	100
Cafcass	83
LTHT NHS	50
Schools	33
CDOP Chair	67
L&F CCG	83
Lay Member	33
UHMB	67
ELHT	83
NHS England	67
BTHT	133
S&OHT	0
Governing Bodies	100
OVERALL %	69

This report has been prepared by Jane Booth, Independent Chair of the Board with support from Paul Hegarty and Richard Matthews

Approved by LSCB on: 11th September 2015

Date of Publication: 15th September 2015

Cabinet

Meeting to be held on 8 October 2015

Report of the Head of Service Policy, Information and Commissioning (Live Well)

Electoral Divisions affected: All

Contribution to the Lancashire Environmental Fund

Contact for further information:

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Executive Summary

The report seeks approval for the continuation of an annual contribution of £80,000 to be made to the Lancashire Environmental Fund (LEF). The contribution will be used to offset the shortfall in landfill tax credits that the county's landfill operator is able to claim in respect of its contributions to the LEF. The LEF funding provides grants to community organisations in Lancashire to carry out locally identified, environmental improvement and community projects including community buildings, community centres, village halls, parks and open spaces, community woodlands and gardens and general environmental improvements. The funding for this contribution was inadvertently omitted from the Capital Investment Programme 2015/16 and beyond that was approved by Full Council in February 2015.

Recommendation

The Cabinet is requested to approve the continuation of the annual contribution to the Lancashire Environmental Fund capped at £80,000 per year by increasing the value of the Capital Programme in 2015/16 and giving approval for provision for this contribution in future years' capital programmes.

Background and Advice

Lancashire County Council is part owner of the Lancashire Environmental Fund (LEF). LEF distributes contributions made by landfill operators to the Landfill Communities Fund (against which they are able to claim a credit against their landfill tax liability) in the form of grants to community organisations to carry out locally identified, environmental improvements and community projects including community buildings, community centres, village halls, parks and open spaces, community woodlands and gardens and general environmental improvements.

Landfill operators are required to pay landfill tax on every tonne of waste they deposit in landfill sites. This tax goes directly to the Government. However operators are able to provide a small percentage of this tax (currently around 7%) to local distributing bodies (LEF and others) to be used to support local projects. In its time landfill tax was seen as the first green tax, encouraging less landfilling and more recycling. However, landfill operators are only able to recover 90% of this contribution as a tax credit.

When the current landfill contracts were awarded, a clause was included that ensured that all contributions from landfill operators that were generated on the back of Lancashire's household waste were available for use in Lancashire by obliging the landfill operator to pay contributions to such body as the county council directed, namely LEF. Given that landfill operators are unable to recover the entirety of their contributions as credits against their landfill tax liabilities, the contracts provide for the county council to make up the shortfall by way of a 10% top up contribution (or such greater top up contribution as may be required from time to time). In the absence of such a provision it would fall to the landfill operator to bear these additional costs, providing little incentive for them to participate in such a scheme, in consequence of which a significant source of income would not be available to worthy causes within the county.

However, it has recently been agreed with the operator that the county council's contribution will be capped at £80,000. To mitigate the effects of this cap an arrangement has been put in place whereby some projects, typically those in the least deprived parts of the county and those which have previously received grants are required to contribute 10% of the overall amount needed. This helps to ensure that the available

LEF resources are best used to support those in greatest need. It is proposed that discussions will take place with the Waste Management Group with a view to amending the landfill contracts in order to formally document the cap on the county council's contribution. In the five year period from 2008 to 2013, 296 projects were supported by £7,147,860 grant aid from LEF. However, the total value of all the projects implemented exceeded £19,000,000.

The impact of this Lancashire based scheme on community groups across the county should not be underestimated. In the current climate of funding reductions this is one of the few remaining resources of funding available to community groups wishing to undertake local environmental improvement and community projects for the benefit of communities living in the vicinity of landfill sites. If this funding was not in place there would be a dramatic reduction in the number of these community based initiatives taking place in the vicinity of landfill sites.

Recently a review of policies and procedures was undertaken jointly with LEF and the Environmental Projects Team. New policies, procedures and mechanisms have been put in place to ensure that available resources are distributed proportionately across the county and also directed to communities in greatest need. Work will be ongoing with the LEF to ensure resources are channelled to projects where the maximum number of people, in communities in greatest need will benefit. Based on estimated tonnages going to landfill it is likely that the county council will need to

continue to make an annual contribution of £80,000 for some time. However, should tonnages reduce in the future this contribution may be less than £80,000.

The annual contribution capped at £80,000 was inadvertently omitted from the Capital Investment Programme approved by Full Council in February 2015. It is therefore proposed to increase the value of the Capital Programme by £80,000 in 2015/16 to fund this contribution and that provision is made for this contribution in future years' capital programmes.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

The clear intent of the relevant provisions in the county council's landfill contracts is to secure the distribution of funds that would otherwise be paid to central government, for the benefit of worthwhile eligible projects in Lancashire. Should the county council not provide the top up contribution, then there would be no incentive for the landfill operators to contribute to the LEF, resulting in a reduction in the capacity of the LEF to make grants to community organisations for them to carry out locally identified environmental improvement and community projects.

Financial

Based on estimated tonnages going to landfill it is unlikely that the county council's contribution will fall below the capped amount of £80,000 for the remainder of the landfill contracts terms. It is therefore proposed to increase the value of the Capital Programme by £80,000 in 2015/16 to fund this contribution and that provision is made for this contribution in future years' capital programmes. These amounts ie. £240,000, should have been included when the 2015/16 Capital programme was approved in February, but were omitted in error. The effect of adding these amounts will be to increase the existing over-programming but by an amount that is not material when compared to the overall over-programming of £15.359m over the same three year period.

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A

Report to the Leader of the County Council

Report submitted by: Director of Programmes and Project Management

Date: 13 October 2015

Part I

Electoral Divisions affected:
All

LEADER Rural Funding - Approval in Principle

(Appendices 'A' – 'D' refer)

Contact for further information:

Sean McGrath, 01772 531053, External Funding and Investment,

sean.mcGrath@lancashire.gov.uk

Executive Summary

Lancashire County Council has been awarded £4.65 million to deliver funding to businesses and organisations located within rural areas to support employment and jobs growth over the period 2015 to 2020. The report sets out the detail of the LEADER programme in Lancashire.

This is deemed to be a Key Decision and the provisions of Standing Order No 25 have been complied with.

Recommendation

The Leader of the County Council is asked:

- (i) That approval in principle is given to enter in legal agreements with the Department for Environment, Food and Rural Affairs (DEFRA) and the Rural Payments Agency (RPA) in order for the County Council to deliver LEADER funding; and
- (ii) That detailed approval to enter in legal agreements be delegated to the Director of Legal and Democratic Services in consultation with the Director of Programmes and Project Management and the Director of Financial Resources based upon the satisfactory resolution of the issues highlighted in the Legal section of the report.

Background and Advice

The LEADER programme 2015-20 is part of the Rural Development Programme for England (RDPE) and is part funded by the European Agriculture Fund for Rural Development (EAFRD) and Department for Environment, Food and Rural Affairs (DEFRA).

LEADER is a French acronym which roughly translates as 'Liaison among Actors in Rural Economic Development'. The ethos of LEADER funding is that it takes a 'bottom up' approach by involving the local community and businesses in any decision making regarding the funding. In England, the funding is managed through local intermediaries who are fully funded for the programme management activity they undertake.

Lancashire County Council, having taken it over from the now defunct Lancashire Economic Partnership, successfully ran the 2007-13 LEADER programme. The County Council then submitted expressions of interest, in the form of Local Development Strategies, for the 2015-20 programme and was successful in being awarded £4.65m of LEADER funds.

- **Programme Development**

The types of activity that can be funded and the broad geographic area that can be targeted have been set nationally by DEFRA. Compared to the previous programme there is a very clear direction that funding should help create business growth and jobs and relevant targets have been set to support this. Although this activity was undertaken via LEADER in the previous Lancashire programme no targets had been set.

The role of the County Council would be to manage the project development, appraisal; approval and project claim/monitoring systems and support the Local Action Groups in overseeing the process.

There are six themes for funding:

- 1) Enterprise
- 2) Farming
- 3) Tourism
- 4) Forestry
- 5) Culture and heritage
- 6) Basic Services

The percentage of funding to be spent on each theme will vary, within a national framework, and in addition, each theme will have its own intervention level for grant funding ranging from 40% to 100%. Appendix 'A' to this report sets out the eligibility requirements in more detail.

Since the previous programme ended a great deal of work has been undertaken to learn from our experience in delivery and develop Local Development Strategies, based upon new geographies, that set out the economic context for delivery of funding in each area. These new geographies are a better fit with the economic issues that impact upon Lancashire's rural areas. The new areas also take into account the requirement to keep LEADER areas below a 150,000 population limit and a request by DEFRA to include rural parts of Greater Manchester North (which increased the funding available).

In support of the production of the Local Development Strategies a number of consultation events took place across Lancashire in the summer of 2014, attracting a

large number of local stakeholders to discuss local priorities and identify strengths, weaknesses, opportunities and threats for three proposed LEADER areas.

For the purposes of the LEADER programme Lancashire has been split into three rural areas each overseen by a Local Action Group;

Lancashire North & Bowland – Population 118,400, Financial Allocation £1.634m covering Lancaster, Wyre (part), Ribble Valley and Pendle (part)

Lancashire West – Population 95,533, Financial allocation £1.563m covering Wyre (part), Fylde, Preston and West Lancashire

Lancashire Pennine Moors – Population 70,381, Financial allocation £1.430m, covering Chorley, South Ribble, Blackburn with Darwen, Hyndburn, Rossendale, Pendle (part), Burnley, Bolton, Rochdale, Wigan and Bury

Appendices 'B', 'C' and 'D' contain maps of each of the areas. More detailed information is available upon request (including the Local Development Strategies for each area).

- **Programme Management**

The LEADER process requires the establishment of a Local Action Group (LAG), for each geographic funding allocation, made up of public, private and voluntary sector representatives. The LAG meets annually and it is the role of the LAG to set the strategic vision for the lifetime of the programme. The LAG is open to anyone who lives, works or has an interest in the eligible rural area. The LAG then nominates an Executive Group and it is the LAG Executive who make the decisions on how the funding should be delivered, based upon advice from the County Council, as Accountable Body, and DEFRA.

Each LAG Executive consists of up to six representatives from each of the following sectors public, private and voluntary. For the new programme we have retained some of the representatives from the previous programme, approximately 30% of members, and have also attracted interest from new representatives including previously successful applicants.

It is a requirement of the programme that no LAG Executive can be made up of 49% from one sector and that any vote on project approvals cannot have more than 49% of votes from one sector.

The County Council manages the whole process and is deemed by DEFRA to be the Accountable Body for each Local Action Group. However, although County Council will allocate resources it will not make any payments to projects as this will be undertaken by the RPA. The only funds the County Council will directly manage will relate to management costs of the programme (which is fully funded). Based upon its experience of the previous programme the County Council has a robust financial and performance management model that will be used in the delivery of the LEADER programme.

Consultations

As indicated above a wide ranging consultation has been undertaken with local partners in the development of three LEADER Local Action Groups in Lancashire. The full detail of the consultation process is contained within each Local Development Strategy.

Implications:

This item has the following implications, as indicated:

Risk management

DEFRA have made changes to the way the funding is to be administered compared to the 2009-2013 programme. The role of Accountable Bodies has been extended. Previously Accountable Bodies had a monitoring and administering role where the separate funding agreements were signed by the relevant Applicant and DEFRA. In the current Programme it is the Accountable Bodies, on behalf of the Secretary of State for Environment, Food and Rural Affairs, who are to sign the Funding Agreements with the Applicants, and to monitor, contract manage and enforce those Agreements.

As it stands the current draft of the DEFRA contract implies the following:

- 1) Local authorities give an unlimited indemnity to DEFRA in relation to any loss arising out of the funding arrangements; and
- 2) There is only a limited right of recovery for an Accountable Body for its running costs in relation to the administering of the Funding Agreements even though its obligations are to take all "necessary steps" to enforce all obligations in those Agreements
- 3) The Funding Agreements to be entered into with the various Applicants are prepared by DEFRA and can be amended by them at any time, but not by the Accountable Body.

There is a possibility that the above could expose the Authority to additional cost and liability (see Legal below). DEFRA have said that they would not intend to enforce the arrangements to have this effect but they will not allow any change to the contract arrangements to mitigate the risk on an Accountable Body. These issues have been raised by other Local Authorities and will be raised by the Local Authority representative on the national EAFRD Monitoring Committee in order to change either the contract or for DEFRA to provide a legally binding interpretation that reduces the Accountable Body's risk.

Lancashire County Council will have responsibility for claiming back the management and administration costs related to the delivery of LEADER across Lancashire. We need to ensure that we have adequate financial processes and resource in place for claiming and this will be dependent on the details of the National Leader Operational Guidance. An initial view is that the County Council's systems will be appropriate for the level of risk involved.

Legal

In considering the various legal documents issued by DEFRA in relation to the LEADER programme it is recommended that the following be resolved to the County Council's satisfaction before any contracts are entered into:

- a) Clarification of the role of Accountable Body and delegated authority in relation to the signing of the Funding Agreements, on behalf of the Secretary of State, with Applicants.
- b) Limiting the duties of an Accountable Body to taking all "reasonable" rather than "necessary" steps in relation to its role and ensuring that an Accountable Body's administration costs in doing so can be properly recoverable from DEFRA by agreeing an appropriate cap on recoverable costs.
- c) Limiting the indemnity given to DEFRA by the Accountable Body so that it triggers only from the "negligence" of the Accountable Body
- d) Limiting the overall liability of the Accountable Body to DEFRA under the arrangements (e.g. to one year's anticipated administration costs).

If these issues cannot be resolved satisfactorily a further report will be submitted detailing the outstanding matters.

Financial

The total funding awarded is £4,626,800; of which £832,752 (18%) can be allocated to the administration of the programme. In previous years there had been a higher allocation to Lancashire, now reduced as part of the Government's reduction in expenditure, which meant there were more funds to be spent on programme management.

In recognition of this the full time LEADER team has been streamlined to include 2 full-time LAG Development Officers, and a full-time Project Officer. Other support, including financial management, will be bought in from other parts of the Authority in order to utilise existing capacity and ensure costs are kept within budget. All support taken from other parts of the county council will be funded from the money available for administration thereby placing no further pressure on the county's budget.

List of Background Papers

Paper	Date	Contact/Tel
Lancashire North and Bowland LEADER Local Development Strategy	25 th June 2015	Sean McGrath/ 01772 531053
Lancashire West LEADER Local Development Strategy	9 th July 2015	

Lancashire Pennine Moors 2nd July 2015
LEADER Local Development
Strategy

Reason for inclusion in Part II, if appropriate

N/A

Appendix 'A'

LEADER Priorities

Priority 1- Support to increase farm productivity

These grants will support a wide range of farm investments. They are particularly for businesses that want to invest in innovative business practices and new technologies to help them become more sustainable and productive.

There are 3 main types of projects that could be supported:

- a project to improve the overall performance and sustainability of an agricultural holding;
- an investment to support animal health and welfare improvements; or
- the processing, marketing and/or development of agricultural products.

Priority 2 - Support for micro and small businesses (non-agricultural) and farm diversification

Funds under this priority will be used to provide grants for:

- developing or starting rural micro and small businesses; and
- farm diversification projects (for example, contracting services).

Priority 3 - Support for rural tourism

The kinds of tourism business start-up and business development projects that are likely to attract funding will be those developing high quality visitor products and services that link tourism providers, extend the tourism season and encourage visitors to stay.

Priority 4 - Provision of rural services

These grants are for projects that aim to alleviate some of the difficulties faced by rural communities, particularly the lack of access to services and the provision of infrastructure. Projects should make a contribution to growing the local economy. They could include, the development of community buildings, public spaces, or cultural or tourism amenities.

Priority 5 - Support for cultural and heritage activity

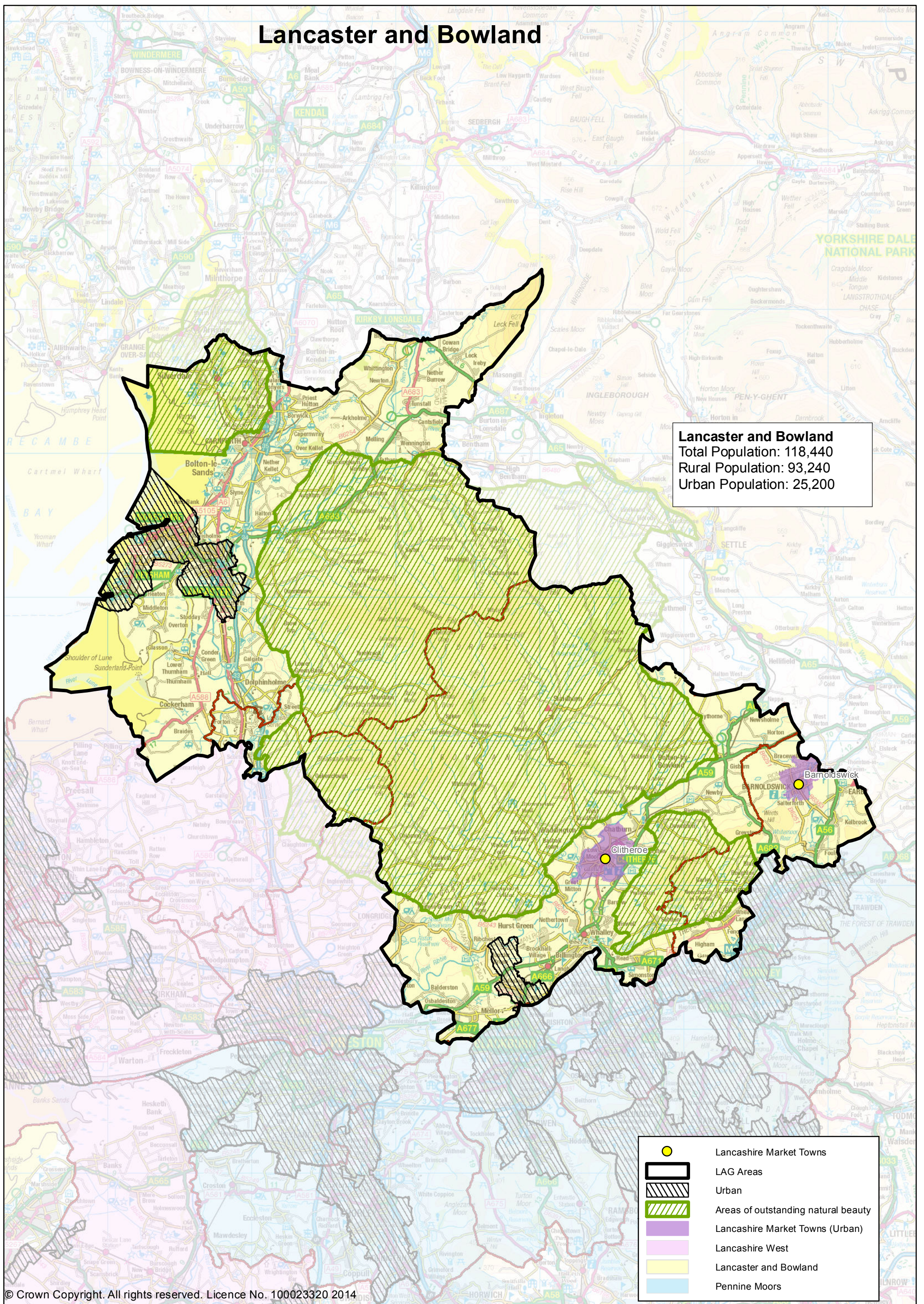
This focuses on the promotion, enhancement and maintenance of cultural heritage assets and events where this promotes growth in the tourism economy and:

- creates a sense of local identity through raised awareness of their importance; and/or
- helps protect cultural heritage features against damage and degradation.

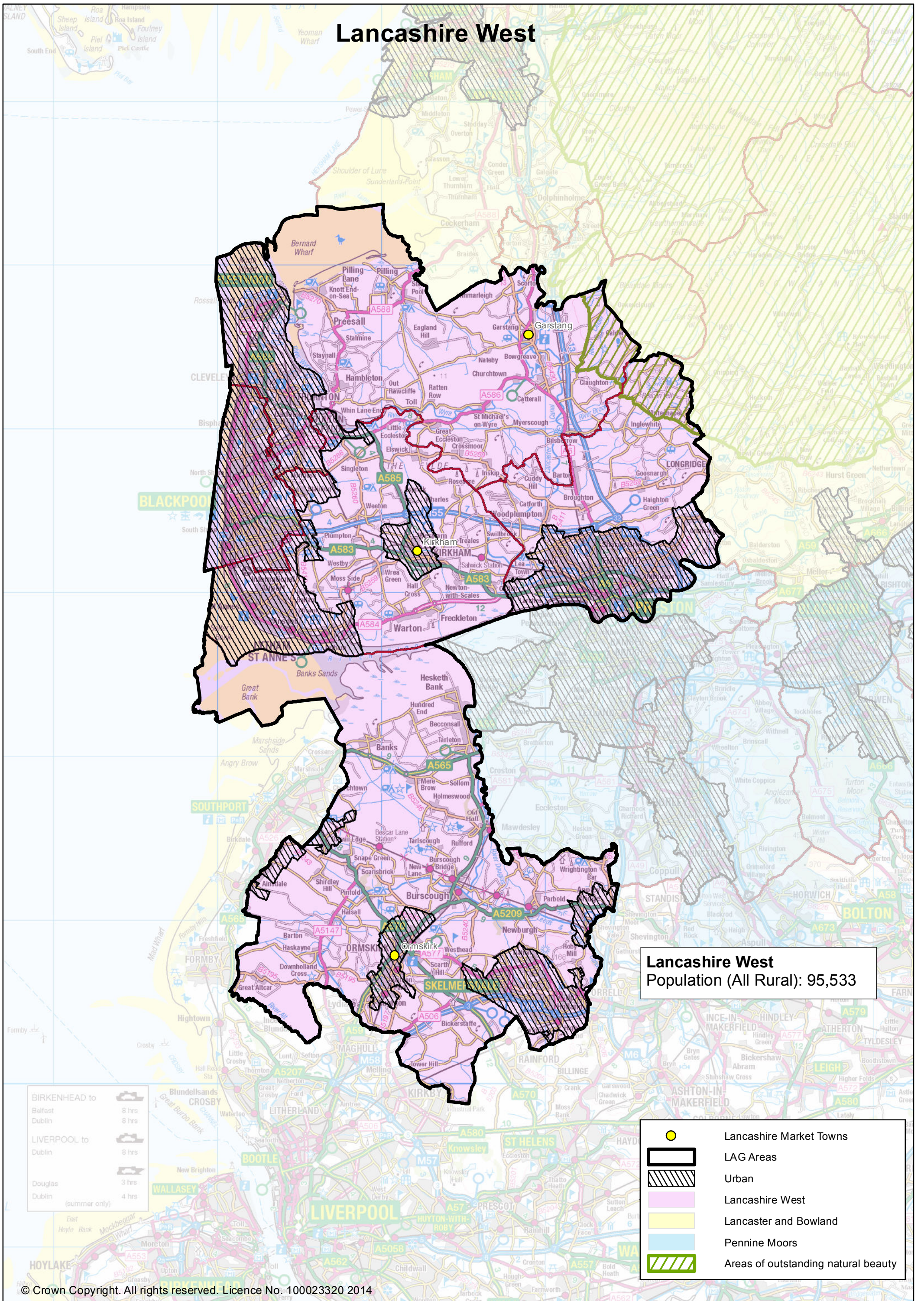
Priority 6 - Support for increasing forestry productivity

Forestry is making an increasing contribution to rural growth - it is helping to diversify the farm economy and reduce the carbon footprint of local communities. More than 80% of England's woods are privately owned. Funding under LEADER will aim to deliver permanent new supply chains and jobs that, at the same time, restore regular management to local woods and encourage a greater degree of added value to the timber output.

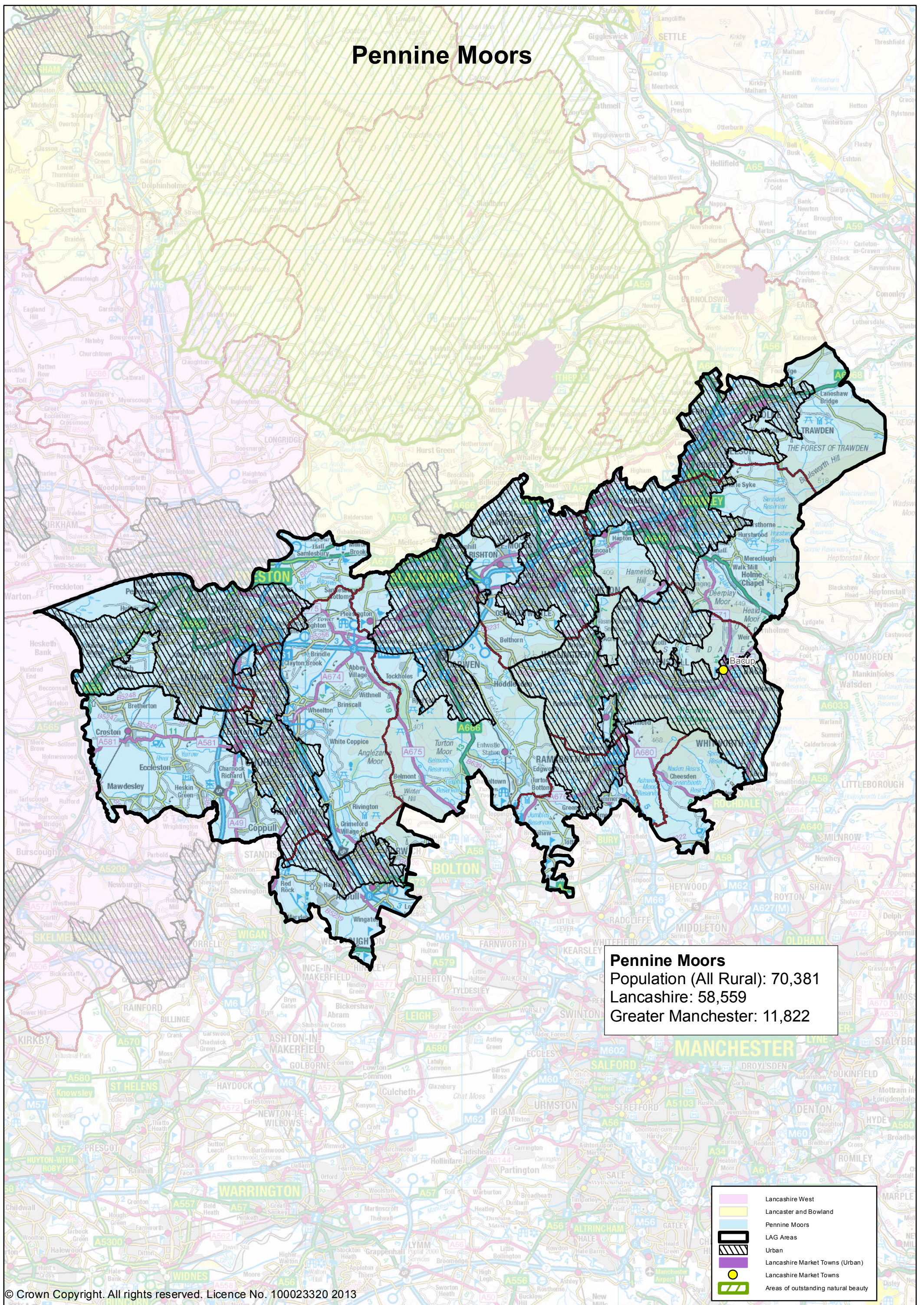
Lancaster and Bowland



Lancashire West



Pennine Moors



Report to the Cabinet Member for Highways and Transport
Report submitted by: Head of Service Highways
Date: 12 October 2015

Part I

Electoral Divisions affected:
All

Regulation 10 Penalty Charge Notices

Contact for further information:
Paul Riley, 01772 530143, Parking Services Manager
paul.riley@lancashire.gov.uk

Executive Summary

This report has been produced in order to address parking problems relating to short term parking habits where motorists consider that the likelihood of receiving a penalty charge notice are minimal. The location where these vehicles are parked generally impacts on other highway users and this reports sets out to address this issue.

The proposed working practice follows those set out in the Department for Transport – Operational Guidance to Local Authorities: Parking Policy and Enforcement.

This is deemed to be a Key Decision and the provisions of Standing Order No 25 have been complied with.

Recommendation

The Cabinet Member for Highways and Transport is asked to give approval to change the current working practice of only issuing Regulation 10 Penalty Charge Notices (Postal PCN) where a PCN has been physically printed before the vehicle drives away to be in line with the DfT Operational Guidance that a postal PCN be issued if a Civil Enforcement Officer has started to issue a PCN.

Background and Advice

There have been a number of parking issues across the county relating to vehicles parking in locations where parking and loading is prohibited. The problems predominantly relate to short parking sessions where the drivers know they can return and move their vehicle before a Penalty Charge Notice (PCN) can be issued by a Civil Enforcement Officer (CEO). The problem is mainly in the location of fast food outlets, taxi/private hire offices, cash point machines, newsagents and convenience stores.

A review of working practices has been undertaken in order to find a solution that would increase compliance by actively increasing the possibility of vehicles receiving a PCN in certain locations. In the majority of locations the CEO would still need to carry out an observation period, but where the area is covered by a loading ban instant PCNs can be issued.

Instant PCNs are currently issued for the following contraventions: Parked in a suspended bay, Police bay, Taxi bay, Stopped on a clearway, Stopped on school markings, parked on cycle track, stopped on pedestrian crossing and where loading is prohibited.

Observation and grace periods:

There is a significant difference between an observation period and a grace period although the general public usually assume that they are the same thing. A grace period is a period of time allowed after parking time has expired in which a PCN will not be issued. The county council has always provided a 10 minute grace period at the end of on-street pay and display parking sessions. The government have recently legislated that all local authorities should provide a 10 minute grace period at the end of any parking session within a permitted parking place, so this now also includes free limited waiting bays.

An observation period is the time that a Civil Enforcement Officer observes a vehicle prior to issuing a PCN to determine that a contravention has taken place, usually to determine whether or not loading is taking place. On yellow lines the council currently observes the vehicle for 5 minutes. Where loading is not allowed the CEO will issue an instant PCN where no observation period is carried out. Although this is referred to as an instant PCN it will still take the CEO around 2 minutes to input the details and print out a PCN.

For clarity, where there is a 10 minute grace period this replaces the 5 minute observation period and is not in addition to it.

Regulation 10 PCNs (Postal PCNs):

Where a CEO has been unable to issue a PCN to the vehicle the county council is able to issue postal PCNs to vehicles where the CEO has started the issuing process. The service has always taken a cautious approach on this matter and only issues postal PCNs where the PCN has already been printed but the CEO was unable to serve the notice.

The DfT Operational Guidance to Local Authorities: Parking Policy and Enforcement – March 2015 actually states that a postal PCN can be issued where:

Prevention of service by "drive away"

8.76 A PCN may also be served by post if the CEO had begun to issue it – i.e. has completed his/her observations and had either started to write the PCN or put the data into the HHC and would, in other circumstances, have to cancel the PCN – but the vehicle was driven away before the CEO had time to finish or serve the PCN.

Proposed solution:

Removing the current working practice of only issuing postal PCNs where a PCN has been printed before the vehicle is driven away would increase the deterrent of vehicles parking in contravention particularly where there is an existing loading ban and instant PCNs are issued. Instead postal PCNs will be issued provided that the CEO has started the issuing process.

It is planned to introduce the revised operating arrangements from 2 November 2015, following the school autumn half term.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

- Financial

There is no cost associated with introducing this change in working practice although it is anticipated that a press release and possible engagement with schools will take place prior to its introduction, which will involve staff time.

Approximately 20,000 vehicles are driven away during the observation period or during the period the CEO is processing the PCN. Those driven away during the observation period will be unaffected by this change. Those that are driven away after the CEO has started the PCN issuing process will now be sent a postal PCN whether or not the physical PCN has been printed out. It is estimated that 10% of the vehicles driven away prior to issue will now receive a PCN. The average value of a PCN is £30 so the additional income generated by this change would be:
 $2,000 \text{ (PCNs)} \times £30 \text{ (average value of PCN)} = £60,000.$

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A

Report to the Cabinet Member for Adult and Community Services
Report submitted by: Director of Programmes and Project Management
Date: 12 October 2015

Part I

Electoral Divisions affected:
All

Development of Commissioning and Procurement Arrangements for the Mental Health Care and Support Market

(Appendix 'A' refers)

Contact for further information:

Julie Dockerty, (01772) 536146, Programmes and Project Management

Julie.Dockerty@Lancashire.Gov.uk

Jon Blackburn, (01772) 532417, Programmes and Project Management

Jon.Blackburn@Lancashire.Gov.uk

Executive Summary

In November 2014, the Cabinet Member for Adult and Community Services approved a series of recommendations for the reshaping of Adult Mental Health Services. This report sets out the proposals to develop a specialist framework for Care and Support services for people with mental health needs. Care and support is currently delivered to people in their own home or in shared accommodation settings. The market also supports people to receive rehabilitation support to improve their mental health.

Mental Health services for working age adults 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.

At present packages are individually purchased leading to a wide variation in the costs, quality and outcomes for individuals. The framework will introduce a new specification with clearly defined outcomes, quality requirements and will seek to incentivise providers to promote rehabilitation with a new fee structure which will manage costs.

This is deemed to be a Key Decision and the provisions of Standing Order No 25 have been complied with.

Recommendation

The Cabinet Member for Adult and Community Services is recommended to:

- (i) Endorse the proposals for a programme of work to establish new procurement arrangements including a new provider framework for implementation by September 2016;
- (ii) Approve the work to design the contracts to enable new approaches and innovations in service delivery and payment mechanisms; and
- (iii) Approve the development of collaborative approaches with other commissioners to shape and manage the provider market.

Background and Advice

Lancashire County Council is seeking to commission a specialist framework for Care and Support services for people with mental health needs that is focussed on rehabilitation and improved outcomes. Care and Support for adults with mental health needs is currently delivered to people in their own homes and supported accommodation settings. The support is intended to enable individuals to manage or recover their mental health.

At present there are over 97 services registered to provide specific Mental Health support in Lancashire. With 48 providers operating across East, North and 78 in Central Lancashire with 6,500 hours of support per week, the total forecast net cost for 2015/16 is £6.8m. It is very difficult for the council and people with mental health needs to differentiate providers or identify those with specific expertise to respond to identified needs.

As at September 2015 there were 696 people (includes 166 people over 65), being supported of these:

- 307 people are in receipt of commissioned (managed) home care
- 97 receiving supported accommodation services
- 292 people with a budget managed by the provider or direct payments.

A number of people within all the above categories receive rehabilitation support as part of their package and it is difficult to clearly identify the numbers of people in receipt of active rehabilitation other than an assumption that the higher overall cost of the support is indicative the person is in receipt of rehabilitation services. The intention by the local mental health integrated teams is to commission packages that will optimise people's ability to recover, however there is little or no evidence to support the effectiveness of rehabilitation services and this will be addressed in the new arrangements.

There are no uniform hourly rates for mental health home care services which has resulted in inconsistent hourly rates, historically ranging from £12.17 an hour up to

£17.96 an hour for broadly similar levels of support, with a wide disparity in price due to not having a framework of providers in place with a pricing structure.

At present care/support packages are individually purchased by social work staff leading to a wide variation in the costs, quality and outcomes for individuals. The framework will introduce a new specification with clearly defined outcomes, quality requirements and will seek to incentivise providers to promote rehabilitation with a new fee structure which will manage costs.

There is a need for change across the whole system of provision. The Council's current savings programme highlights the need to review and rationalise fees under a framework, and the intention is to mirror the process used to develop a framework for home care for older people. The framework is intended to establish performance measures, improve quality and encourage growth in this market to establish alternative supports which are intended to reduce reliance on placements in residential care services.

Mental health service provision in Lancashire operates as a number of individual, separate services within a disjointed and unconnected system. This lack of a whole system approach results in inconsistency, weaknesses in matching individuals to services and no clear flow/pathway that enables people to move on towards independence. We are currently working with Health colleagues on a pilot aimed at improving rehabilitation services and reviewing packages in a structured and co-ordinated way. It is too early to give any results as yet, but it is intended that further detail will be given in future reports.

The intended emphasis for Mental Health services in Lancashire will be on recovery and rehabilitation within the community and away from settings such as hospitals and residential care. There will be a growing emphasis on prevention and early intervention.

Ensuring that services are fit for purpose and provide quality and value for money will require new specifications which will establish a number of requirements to provide a sustainable framework for delivery.

Development of the Framework

To date, there has not been a detailed commissioning framework for Adult Mental Health services which sets out requirements in relation to contracting and market management, workforce and quality and the required service/individual outcomes. The new framework specifically seeks to achieve the following:

- Drive the quality of support that goes beyond minimum standards
- The new framework will be linked to a care pathway
- Set out clear outcomes for service provision and individuals
- Effective rehabilitation services with periodic review mechanisms built in that will ensure that as rehabilitation takes effect and the service user's needs reduce, so does the support provided and the sums we are paying.
- Individuals become less dependent on formal supports recognising how to manage their wellbeing and prevent relapse

The existing Mental Health Domiciliary contract is not 'fit for purpose' for a new framework. A number of proposals will be developed and consulted on with providers with the intention to incorporate a number of these elements:

- Creating a simple, clear and affordable fee structure based on levels of assessed individual need and dependency
- Incentivising rehabilitation services and rewarding the quality of care
- Developing a consistent approach to managing capacity and demand in all geographical areas

There are opportunities to explore ways in which we can work alongside and negotiate joint approaches to market shaping and management responsibilities with other commissioning organisations to reflect our commitment to driving up quality, standardising monitoring and improving outcomes for individuals. There is a specific need to manage a reduction in the numbers of people requiring residential and nursing care as there is evidence to support that people become overly dependent on 24hr supports and are unable to return to their own home. It is essential that these hurdles are addressed and overcome as part of the tendering process.

The framework will be developed to ensure a consistent approach in all geographical areas. All activity including reviews, service development and consultation will be delivered so as to achieve as equitable an approach as possible to the population of the county whilst recognising the specific needs of locations and communities. If the proposed changes results in a reduction of providers, this will mean that some service users will need to change providers to the new providers on the framework, unless they choose to receive a direct payment. It is recognised that continuity of care is very important to people receiving home care services and any changes to their current arrangements may affect this and cause anxiety. However, these changes are seen as necessary to improve the services offered and provide a better quality service. Communication to service users will therefore be key to them knowing of the changes and providing the necessary reassurances of a smooth transition.

Next steps

A project team has been established with an agreed programme of work who will undertake the necessary work to devise and consult upon a new framework scheme.

It is anticipated a further report will be submitted by the end of the year seeking approval for a procurement process to be undertaken over the subsequent 6 months.

Consultations

Discussions have been initiated with service providers and key stakeholders, further consultations will be planned as the framework options are developed, particularly with people who use the services and their families.

Proposals will be developed using best practice from the Older People and Physical Disabilities framework, due to be introduced at the end of this year.

Implications:

This item has the following implications, as indicated:

Risk management

A project team has been established to undertake this work within the necessary timescales. This is important to ensure the new framework is in place and contributes to the County Council's agreed transformation and reshaping of Mental Health services.

There is a potential opportunity to work closely with health colleagues and jointly develop the framework and their initial response has been very positive. However, should they choose not to participate then this would not prevent the development of the framework or achievement of the objectives. However, it is felt that this would not lead to any change in direction. It is possible to achieve most of the objectives of a new framework without the involvement of Health.

Financial

This procurement involves the re-commissioning of around £6.8m of Council funded Home Care, supported accommodation services and Direct Payments for those with mental health needs.

The service area is forecast to overspend by £1.1m in 2015/16. The re-commissioning activity is required to deliver a framework that will contain costs within the approved budget throughout the duration of the agreement.

Additionally, the procurement includes £0.6m of services funded by clients and £0.5m of services funded by Clinical Commissioning Groups.

The development of the new framework arrangement will need to consider the following factors:

- The overall affordability of the scheme
- The current cost of care and support
- Benchmark rates e.g. other local authorities

Commissioning/Procurement

The procurement process will potentially pose risks to Lancashire County Council derived from the scale of the change across the adult social care market, which will impact on financial payments, quality measurements and contract monitoring. There is a risk that suppliers in the market place will resist the changes or challenge the new processes.

To mitigate the risks to the procurement process the project team have liaised with other project teams of a similar nature, and used lessons learnt to inform decisions. The project team are also using research, information gathering and consultation with the market place to ensure transparency and openness in the initial planning

stages, to reduce the risk of challenge at procurement stage, and make the transition process as effective as possible.

Legal

The Care Act came into force in April 2015 and section 5 of the Act creates a general duty on local authorities to promote diversity and quality in the market of care and support provider. This core duty places new responsibilities on local authorities to facilitate and shape the market to deliver a wide range of sustainable high quality care and support services. The framework will enable the County Council to meet its responsibilities in regards to mental health services.

The current domiciliary care contracts do not include any specific outcomes quality indicators or details of costs. Any replacement arrangements established will need to fully comply with EU and UK procurement law.

Equality and Cohesion

An Equality Analysis was completed in November 2014 to support a previous report Reshaping Mental Health Services: A Case for Change. This has been refreshed and is attached at Appendix 'A'. The report will be updated to consider the implications of any future recommendations for commissioning and procuring a specialist framework for Care and Support, Domiciliary and supported accommodation services for people with mental health needs. This will therefore take fully into account the duties imposed by section 149 of the Equality Act 2010.

List of Background Papers

Paper	Date	Contact/Tel
Reshaping Mental Health Services: A Case for Change http://council.lancashire.gov.uk/mglIssueHistoryHome.aspx?Id=31284	May 2014	Mike Banks, Adult Services Health and Wellbeing Directorate
<u>Reshaping Mental Health Services in Lancashire</u>	Nov 2014	Steve Gross Executive Director Adult Services, Health and Wellbeing

Reason for inclusion in Part II, if appropriate

N/A

Appendix A

Section 4

Equality Analysis Toolkit

**Recommissioning Mental Health Services in
Lancashire**

For Decision Making Items

September 2015

What is the Purpose of the Equality Decision-Making Analysis?

The Analysis is designed to be used where a decision is being made at Cabinet Member or Overview and Scrutiny level or if a decision is being made primarily for budget reasons. The Analysis should be referred to on the decision making template (e.g. E6 form).

When fully followed this process will assist in ensuring that the decision-makers meet the requirement of section 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.

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 these protected characteristics defined by the Equality 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.

It is important to bear in mind that "due regard" means the level of scrutiny and evaluation that is reasonable and proportionate in the particular context. That means that different proposals, and different stages of policy development, may require more or less intense analysis. Discretion and common sense are required in the use of this tool.

It is also important to remember that what the law requires is that the duty is fulfilled in substance – not that a particular form is completed in a particular way. It is important to use common sense and to pay attention to the context in using and adapting these tools.

This process should be completed with reference to the most recent, updated version of the Equality Analysis Step by Step Guidance (to be distributed) or EHRC guidance - [EHRC - New public sector equality duty guidance](#)

Document 2 "Equality Analysis and the Equality Duty: Guidance for Public Authorities" may also be used for reference as necessary.

This toolkit is designed to ensure that the section 149 analysis is properly carried out, and that there is a clear record to this effect. The Analysis should be completed in a timely, thorough way and should inform the whole of the decision-making process. It must be considered by the person making the final decision and must be made available with other documents relating to the decision.

The documents should also be retained following any decision as they may be requested as part of enquiries from the Equality and Human Rights Commission or Freedom of Information requests.

Support and training on the Equality Duty and its implications is available from the County Equality and Cohesion Team by contacting

AskEquality@lancashire.gov.uk

Specific advice on completing the Equality Analysis is available from your Directorate contact in the Equality and Cohesion Team or from Jeanette Binns

Jeanette.binns@lancashire.gov.uk

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 the budget under control and reduce it alongside other adult social care and public health budgets – the current budget is likely to be unaffordable to sustain over the next few years unless there are further significant transfers from the NHS.

The project to reshape mental health services in Lancashire was included in the savings programme considered by Cabinet in November 2013 and 6th November 2014 as part of the new service offers. The Lancashire County Council spend in mental health services net total is £18.9m per annum and has risen year on year. If no action is taken this is likely to continue with the overspend of budgets.

The pressures are undoubtedly increasing further due to the impact of changes in the criminal justice and penal system, the Lancashire Care Foundation Trust (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 (i.e. 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 work to reshape the section 75 MH rehabilitation and supported living services which were transferred to NHS Lancashire Care Foundation Trust in 2013. The project was also included in the ACS Commissioning Business Plan 2013 – 15.

What in summary is the proposal being considered?

An integrated service provision for adults with mental health problems in Lancashire that is based around rehabilitation and recovery rather than maintenance and dependence. It will be made up of distinct elements that work together. This is based upon the principles and proposed actions of less reliance on residential and nursing home care, greater access to community alternatives either in own home or in supported living settings and improved flow throughout the "system". In addition it uses the review of rehabilitation services carried out recently on behalf of the Clinical Commissioning Groups (CCGs) and three Local Authorities to develop a systematic approach in commissioning effective rehabilitation services and the associated pathway.

There is a need for change across the whole system of provision as spend has increased year on year, is no longer sustainable and with the right actions and changes, savings totalling £5.3m is planned to be achieved.

The report identifies that the disjointed nature of mental health provision leads to insufficient capacity of the right kind leading in turn to a high level of out of area residential placements and increased length of stay in possibly inappropriate care and support settings. In addition the core approaches of providing choice, control and least restrictive option are difficult to pursue.

The current "system" lacks the rigour that modern, properly formed and governed service frameworks and specifications would bring, resulting in unclear expectations for quality, outcomes and cost.

The critical challenge and service offer proposal identified the need to review and rationalise fees under a framework, with the intention to mirror the process used to develop a framework for home care for older people. The framework is intended to establish performance measures, improve quality and encourage growth in the market to support over reliance and reductions in placements in residential care services.

A number of reports have been published, exploring how much the relatively poor terms and conditions of Home Care workers are believed to impact on the quality of services they provide. The Cavendish Review emphasises the inconsistent and sometimes substandard approach to training in the health and social care sectors, particularly in relation to home care workers and health care assistants.

Conditions such as the use of zero hours contracts often forces people to seek work in a different sector and this is a serious threat to the quality and continuity of service and therefore to the experience of disabled service users, at a time when a stable, well-trained and experienced workforce is needed.

Further delays in developing and introducing a home care framework for people with mental health issues will continue to expose the council to an inequitable

approach to commissioning and arranging support.

The new framework will need to incorporate the need to support rehabilitation and recovery including agreed measures, as well as setting out the requirements for people who need long term support.

Specific activity within adult mental health social care commissioning will be :

- Develop Framework Agreements for residential and nursing care and domiciliary care;
- Develop a Lancashire wide rehabilitation model;
- Restrain and ultimately reduce expenditure from existing budgets in line with service offers

The Cabinet Member for Adult and Community Services has been recommended to:

- Endorse the proposals for a programme of work to establish new procurement arrangements including a new provider framework for home care for implementation by September 2016
- Approve the design of the contracts to enable new approaches and innovations in service delivery and payment mechanisms
- Approve the development of collaborative approaches with other commissioners to shape & manage the provider market

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 current **696** service users (includes 166 people over 65), being supported of these:

- 307 people are in receipt of commissioned (managed) home care
- 97 receiving supported accommodation services
- 292 people with a budget managed by the provider or direct payments

As there will be an emphasis on providing support in the community as opposed to institutional settings, the number of service users is expected to increase in the future. However, the framework will be developed to ensure a consistent approach

in all geographical areas. All activity including reviews, service development and consultation will be delivered so as to achieve as equitable an approach as possible to the population of the county while recognising the specific needs of locations and communities.

If the proposed changes results in a reduction of providers, this will mean that some service users will need to change providers to the new providers on the framework

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 levels of mental disorder across the population are increasing. It is widely accepted that in any given year, an estimated 1 in 4 individuals will experience a diagnosable mental health condition (Mental Health Foundation). For Lancashire this means approximately 296,000 people will experience such and, as this will also affect their families and carers, it is unlikely that many people 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 all Lancashire districts the prevalence of 18+ depression is significantly higher 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 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

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 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.

Employment and current workforce

Across England almost a quarter of jobs in the adult social care sector (23%) operate on a zero hour contract. Overall Skills for Care estimate there to be around 300,000 workers working on a zero hour basis.

Around half of all adult social care workers are employed in residential settings while a further 38% are employed in adult domiciliary care settings.

There is still a lot of uncertainty regarding the proportion of direct payment recipients that were employers in 2013. Skills for Care estimate that the true proportion of direct payment recipients employing staff is likely to be between 55,000 to 85,000 employing staff in total. There is also some uncertainty around the average number of workers employed by each of these direct payment recipients (estimated at approximately 2 jobs per individual employer). Given this uncertainty, Skills for Care estimate that the number of jobs for direct payment recipients is likely to be between 125,000 and 165,000 and therefore 8% to 11% of the total number of jobs in the sector.

Both senior care workers and care workers are, on average, paid more in community care services (£8.36 and £7.36) and less in adult residual services (£7.88 and £7.01).

The private sector is by far the largest employer employing over two thirds of all adult social care workers. Across Lancashire it is estimated 3047 workers provide direct care in domiciliary care, domestic care and household assistance to adults with mental disorders or infirmities.

Overall, the adult social care workforce remains one where females make up over 80% of the workforce.

Overall, 80% of the adult social care workforce in England has a white ethnic background; 10% of the workforce has a Black / African / Caribbean or Black British background and 7% has an Asian / Asian British background. In the North West 91% are white and 9% from BME background.

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. In Burnley, Hyndburn, Pendle and Preston the percentage of Asian/British Asian populations is significantly higher than the England percentage.

There are up to 7 times higher rates of new diagnosis of psychosis among Black Caribbean people than among the White British.

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.

Mental Health Profile of Lancashire

Indicator	Reporting Period	England	Lancashire
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, (own home)	2011/12	66.8	65.5

Current Service User Profile

In Lancashire as at 4.9.2015 there are 696 people (from Controcc) with mental health problems currently receive support 307 people receiving home care, 97 people receiving supported accommodation services and another 146 with managed budgets and 146 receiving direct payments/vouchers and commission their own support. There are 97 contracted providers of home care providing more than 6500 hours of support per week, some of this support is delivered through supported accommodation models. The age of people supported ranges from 18 to 78 years

old. Although there are varying numbers of men and women supported at home across each area, the total provision across Lancashire is split almost exactly 50/50 between genders.

The high number of providers supporting a relatively small number of people makes it difficult to determine the quality and effectiveness of the support.

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 consultation and communication plan was designed and is in implementation following the sanctioning of the approach by Cabinet in November 2014.

To date consultation has taken place with the Insight Forum representing service users and a few providers predominantly from the third sector. This was undertaken face to face at the inception of proposal in November 2013 and attended by approximately 25 people.

Consultation has taken place with the 5 Clinical Commissioning Groups within the Lancashire footprint (North, Chorley South Ribble and Greater Preston, West Lancs, Fylde and Wyre and East Lancashire) during November 2014 to January 2015. The case for change document was shared via email, discussed as an agenda item and individual face to face meetings with individual CCGs.

Consultation has taken place with Commissioning Delivery Group consisting of all CCGs including Blackburn with Darwen and the Commissioning Support Unit (CSU), face to face attendance at monthly meetings in April, May and June 2015. Separate meetings have also been held with CSU in July 2015.

Consultation has taken place with existing Mental Health practitioners (social workers, health professionals and stakeholders) January 2015 with the case for change document shared via email and again face to face in June with a presentation (delivered by Head of Safeguarding) and face to face at Interface Meetings (between LCC and Lancashire Care Foundation Trust) during June and July 2015.

Engagement has taken place with current providers represented by Lancashire Care Association at a face to face meeting January 2015. Invitations were sent to

97 adult mental health domiciliary care providers for face to face briefings in September 2015, this was attended by 63 people. This will also be followed up by a detailed provider questionnaire which will be sent to all 97 providers.

Further consultation and engagement in September to December 2015 will be undertaken with:

- Citizens, people who experience long term mental illness, carers / families
- Lancashire Care Foundation Trust management and community staff
- CCG commissioners and Commissioning Support Unit
- Lancashire County Council Adult Social Care staff including those working in section 75 services
- Domiciliary care providers
- All current service users of domiciliary care services

Consultation will be tailored in such a way that individuals are enabled to participate fully.

Until recently engagement with stakeholders has been limited and this will be addressed.

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.

However, we are aware that continuity of care, particularly with a small number of carers with whom the service user has established a trusting relationship over time is extremely important to service users, as this has been verified by consultations with other service user groups and there is no evidence to suggest that mental health services will be different. Indeed, some service users will have complex needs and dual diagnoses and some of these proposals may require service users

to change providers, from those who are unsuccessful in their application for the new framework arrangements to those who are successful.

Clearly, there is a need for this process of transition to be carefully and sensitively managed. However, it is considered that the potential benefits to these changes and new framework arrangements will ultimately mean that services are delivered far more effectively, flexibly and therefore with greater satisfaction and outcomes to those who use the services.

We will follow similar transition processes to the much larger scale framework for Older People and People with Physical Disabilities for which transition arrangements are expected to commence in January 2016. It will therefore be possible to learn from good practice and take note of any areas for improvement so that these can be reflected and acted upon in time for this framework.

Service users will have a choice of receiving a direct payment and in this instance can choose to stay with their current provider, regardless if they are successful or not on the new framework. However, these changes may mean that it will become unviable for some providers to continue if they are unsuccessful in the procurement process and a large portion of their business/income is from LCC funded service users.

Alongside service users transferring to new providers, it is expected that some staff will also be eligible to transfer to new providers under the current TUPE regulations. However, it is not envisaged that there will be any large scale loss of jobs but potentially home care services will be delivered by fewer organisations.

In addition, any changes in hourly rates of pay via the new framework arrangements may adversely affect those service users who currently pay the maximum charge.

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.

By 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.

This work does recognise the potential impact upon vulnerable service users of change especially where change is happening in different areas of an individual's life. This can clearly raise anxieties and be detrimental to their overall wellbeing including mental wellbeing unless managed actively and well. All activity will be fully shared with and explained to service users, their carers and families. In the main this will be done at an individual or small group level with more general information being made available for wider consumption.

Those people who may be faced with changes in service will be provided with a full and personalised review by a suitably trained and experienced practitioner. The outcome of this will form the basis for their individual support plans.

Experience of assisting individuals to move from institutionalised single service support to Self Directed Support shows that this can be a positive experience and one in which individuals feel in control and empowered.

As a key principle of the work is to enable people to receive services closer to or in their own home through a Self Directed Support arrangement any change in availability of resource in this area could be a challenge. The numbers affected could be around 20% of the current total number of service users if mirroring the changes occurring within older people and physical disabilities.

For home care staff, this could lead to improved terms and conditions, such as reducing the number of zero hours contracts and improved job security with organisations who are successful with the new framework arrangements.

Overall, there is a clear need for a detailed and effective Communication plan to all stakeholders so that they are fully aware of the changes well in advance, and are able to be involved in the consultation phase of the project.

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 of a contracting framework which is outcome focussed. 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.

Specific activity within adult mental health social care commissioning will be:

- Develop Framework Agreements for residential and nursing care and domiciliary care;
- Undertake robust reviews of service users currently resident in residential and nursing homes;
- Develop a Lancashire wide rehabilitation model;
- Develop supported accommodation schemes for people with mental health problems;
- Confirm and implement the process of consultation with a wide range of stakeholders including service users, their carers and families and partner agencies;
- Restrain and ultimately reduce expenditure from existing budgets

Consideration has been given to the original proposal in relation to pathway navigation/gateway following feedback from stakeholders (Adult Social Care, CCGs and Commissioning Support Unit (CSU)). Work will continue to improve people's journey through the system however initial proposals as to how this will be executed are being revised in light of the feedback received.

A full consultation phase for all stakeholders will occur from September to December 2015 and as a result of this we do expect that some of the detail of the new arrangements will either be modified or changed prior to further cabinet

decisions as we move towards the procurement phase which is expected to be January 2016.

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.

Regular endorsement from the Cabinet Member for Adult and Community Services will be sought as progress is made and proposals are refined into firm recommendations for new commissioning arrangements for the delivery of mental health home care services.

A Project Board has been established to oversee all aspects of the project and ensure that objectives are being met and risks are being addressed. This includes a Communication Plan to ensure all relevant stakeholders are involved at the right times.

A Project Team has been established with assistance from Procurement and Project Management to ensure detailed planning occurs and is regularly reviewed and Highlight reports are regularly produced.

Detailed service user questionnaires and provider questionnaires will provide valuable feedback in terms of the current arrangements and views on what changes need to be made.

The consultation and communication plan aims to reduce the potential for anxiety and concern through providing a clear and consistent message and the means for feedback. This is designed to cover all who may have any protected characteristic and to highlight where this may not be effective triggering reporting into the project team and management team. In turn this will trigger further action as 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.

The proposal has at its core a desire to enhance 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. In addition they result in a much more person centred and empowering approach.

There will clearly be some degree of short term disruption from a reduction in numbers of providers and consequent transition of service users. The transition will therefore need to be very closely managed to mitigate the effects as far as possible.

Home care providers who are successful may benefit from increased economies of scale and more collaborative working arrangements.

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.

The primary group to be affected by this work is adults living in Lancashire who suffer from mental health problems and their families and carers. Of these it will be those who meet eligibility thresholds for services mainly affected, with those with lower level needs mainly unaffected. It is intended that the reshaping of the

overall offer will result in better outcomes for individuals.

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 clear project management structure and governance arrangements.

The project board meets monthly and will consider the equality impact as work progresses.

The monitoring of the impact of the project, on all of the nine protected characteristic groups will be included in the project closure report and following handover to business as usual to Adult Social Care.

New contracts and specifications will be introduced with the new framework arrangements. Alongside this will be new quality monitoring arrangements and key performance indicators so that the quality of care can be effectively monitored and managed.

Equality Analysis Prepared By Jon Blackburn/Giulia Grieco

Position/Role Project Manager/Strategic Improvement Officer

Equality Analysis Endorsed by Line Manager and/or Chief Officer -
Dawn Butterfield

Decision Signed Off By

Cabinet Member/Chief Officer or SMT Member

Report to the Cabinet Member for Environment, Planning and Cultural Services
Report submitted by: Head of Service Policy, Information and Commissioning
(Live Well)
Date: 7 October 2015

Part I

Electoral Division affected:
Rossendale South,
Rossendale North,
Rossendale East and
Whitworth

Defra Small Scheme Pathfinder Funding
(Appendix 'A' refers)

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Executive Summary

The Flood Risk Management (FRM) Team has been successful in a bid for £80,000 of funding to Defra's Small Scheme Pathfinder fund. The funding aims to support design appraisal work related to flood risk issues in a number of small communities in Rossendale. The funding will allow a number of flood mitigation options to be investigated and a preferred option to be selected to address flood issues in 6 small areas of the Upper Irwell in Rossendale. The Small Schemes Pathfinder is a national project and the FRM team will be expected to share learning developed with Defra.

Recommendation

The Cabinet Member for Environment, Planning and Cultural Services is asked to approve the addition of a project to investigate a number of options to reduce flood risk in 6 small areas of the Upper Irwell in Rossendale (as shown in Appendix 'A') fully funded by government grant to the Lancashire County Council's 2015/16 Capital Programme.

Background and Advice

In February 2015 Defra released an 'Invitation to Bid' to its FCERM (Flood and Coastal Erosion Risk Management) Small Schemes Pathfinder Fund. The Small Schemes Pathfinder Fund was established by Defra in response to feedback from Local Authorities stating that efficient development of FCERM projects is difficult

where a number of small, disparate communities are at risk. The guidelines stated that 'bids should be submitted to take a 'package' of small schemes up to (and including) the appraisal stage'. Lancashire County Council has been successful with a bid of £80,000 to this Small Schemes Pathfinder Fund. The funding will be used to investigate a number of options to reduce flood risk in 6 small areas of the Upper Irwell in Rossendale (a location map is presented as Appendix 'A'). A number of potential flood risk mitigation measures will be investigated at each location and a preferred option will be selected. For the avoidance of doubt, the funding obtained from the Small Schemes Pathfinder Fund will not result in the delivery of any capital schemes. As part of the investigations into preferred options, consideration will be given to how to fund and deliver the capital schemes identified. This could include these schemes being prioritised as part of future Lancashire County Council's capital programmes, working with partners to identify funding options or submitting funding bids to Defra's established FCERM Grant in Aid capital programme. Flood risk management functions found in statute such as the Land Drainage Act 1991 may be relevant and such functions relating to ordinary watercourses may fall to be exercised by a District Council rather than the County Council. In such cases it may be appropriate to consider co-operation arrangements to deliver the works.

The Lancashire and Blackpool Local Flood Risk Management Strategy says at paragraph 4.6, that Section 19 of the Flood Water Management Act 2010 (FWMA) requires that, where appropriate, Lead Local Flood Authorities (LLFAs or "the authority") investigate and report on flooding incidents that occur within its administrative area. The aim of an investigation is to identify which of the Risk Management Authorities have a role in managing the flooding and to ensure that this role is being carried out effectively.

The Lancashire County Council FRM team has previously commissioned Lancashire County Councils framework consultant Jacobs to deliver a Level 2 Surface Water Management Plan (SWMP) and a number of Ordinary Watercourse Studies across the Upper Irwell area in order to better understand the flood risk issues affecting the local communities. The reports generated as a result of the Level 2 SWMP and the Ordinary Watercourse Studies identified a number of solutions which could be developed to reduce the risk of flooding in these areas. The funding from the Small Schemes Pathfinder will be used to investigate these potential solutions, identify a preferred option and produce a design for each location. The six locations and the flood issues that will be addressed are identified in the table below:

Location	Flood Risk Issue	What is at Risk?	Further information
Waingap Rake, Whitworth	Ordinary Watercourse and surface water	29 residential properties, 2 commercial properties and the public highway	2 culvert inlets at high risk of blockage have been identified. Surface water flooding occurs regularly and properties are at risk. 2 potential scheme options have been identified which require further investigation to identify the preferred option and

			produce a design
Ewood Bridge (Ewood Lane), Haslingden	A combination of surface water runoff from the upper catchment and surcharged flow from two watercourses	16 residential properties and the public highway	During heavy rainfall surface water runoff will potentially affect low lying property. 8 potential scheme options have been identified which require further investigation to identify the preferred option and produce a design
Johnny Barn Cottages, Cloughfield	Surface water runoff and flooding from highway system	20 residential properties and the public highway	A recent flood event was attributed to surface water runoff from a hillside behind properties at Johnny Barn Cottages, other roads were also affected. The report identifies 7 potential scheme options which require further investigation to identify the preferred option and produce a design
Linden Lea / Lomas Lane, Rawtenstall	Ordinary watercourse and green field surface water run off	3 residential properties, a primary school and sections of highway	The capacity of a culvert is exceeded and water is forced onto the highway until it reaches a low spot where it floods school playing fields and potentially residential properties. 7 potential scheme options have been identified which require further investigation to identify the preferred option and produce a design.
Rooley Moor Road, Stackstead	Ordinary Watercourse and surface water	25 residential properties, one commercial property and the public highway	Surface water is bypassing an OWC and road gullies are prone to blockage. The report identifies 5 potential scheme options which require further investigation to identify the preferred option and produce a design
Strongstry and North	Ordinary watercourse and	Approximately 44 residential	5 potential scheme options have been

Street, Strongstry	surface water	properties and the public highway	identified which require further investigation to identify the preferred option and produce a design.
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The Small Schemes Path Finder Funding will support Lancashire County Council to undertake the following activities in order to investigate all potential scheme options and identify a preferred option:

- Site visits to the flood risk locations to investigate the proposed measures
- CCTV surveys and dye testing of culverts
- Enforcement investigation and liaison with land owners to ensure they understand and undertake their riparian responsibilities
- Design analysis and assessments of the culverts - to establish capacity of the culverts, risk of blockage and magnitude of flows
- Benefits assessment of the identified options by officers from FRM, Highways and Design
- Development of an accurate costing for all viable options and production of an outline design for the preferred option
- Consultation with local residents, land owners and partners
- Liaison with risk management authority partners and exploration of opportunities for joint funding (for delivery of the capital schemes identified as a result of the investigations)
- Development of an approach which allows for a more efficient appraisal of solutions at the early stage of a scheme
- Assessment of future maintenance requirements, identifying low maintenance solutions where possible
- Liaison with Local Planning Authority regarding current development proposals in the area

Consultations

The FRM Team consulted with Rossendale Borough Council and the Environment Agency in the production of the funding bid to Defra's Small Scheme Pathfinder Fund. Both of these partners will continue to be engaged in the delivery of the project in terms of contributing to identify preferred options. Local residents and land owners will be also consulted about the proposals in each of the 6 areas identified.

Implications:

The Small Schemes Pathfinder is a national project and the FRM team will be expected to share the learning developed with Defra. This learning will also be shared with other Lead Local Flood Authorities and could potentially influence other council's approaches to delivering flood risk management projects and schemes in smaller communities.

The learning generated during this project will also allow the FRM Team to improve its processes in developing capital flood risk management schemes. The team currently submits funding bids to Defra's FCERM Grant in Aid capital programme to

fund capital flood risk management schemes. The learning from this project will be applied to future bids for capital funding.

Risk Management

Legal - Under the Flood and Water Management Act 2010 "risk management" includes analysis and assessment. The Act gives examples of things which might be done in the course of flood risk management and this includes the gathering of information and the power to investigate is found in S19 Flood and Water Management Act 1991. There is therefore considered not to be legal implications directly related to the delivery of the investigations for this proposal however, legal advice may be sought as part of the process to identify a preferred solution, for example where feasibility due to legal constraints such as land access / ownership etc. may impact on the design for a preferred option and to identify the relevant legal powers required.

Financial - this proposal seeks to add a project to Lancashire County Council's 2015/16 Capital Programme. The funding of £80,000 has been obtained from external grant and delivery of the project will be monitored using the Lancashire County Council Capital Monitoring System. The FRM team will also be required to provide financial monitoring information to Defra and the Environment Agency (who are administering the project on behalf of Defra).

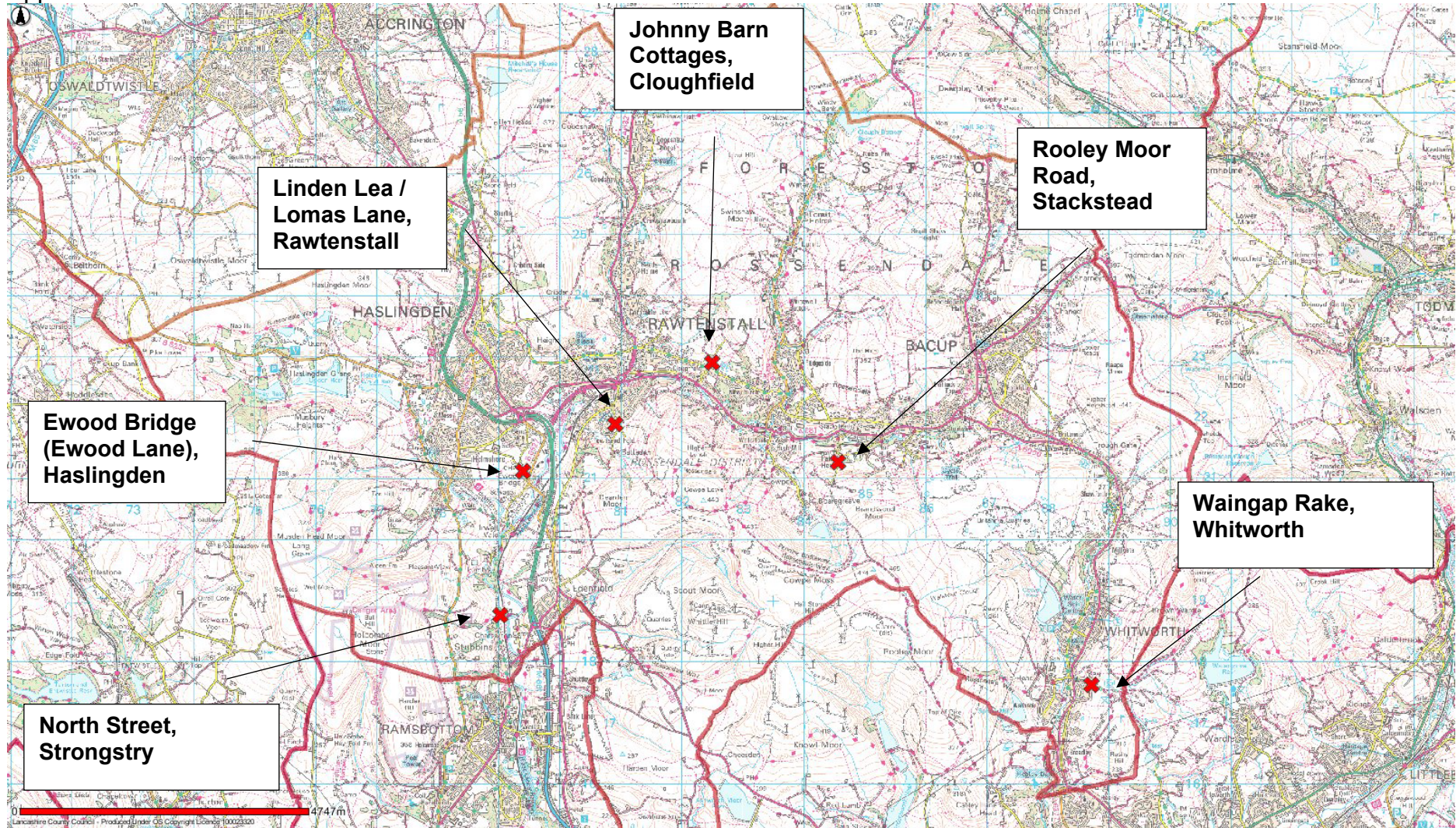
Reputational - the Small Schemes Pathfinder funding is a national Defra project. Nationally, there were only six successful bids, one of the requirements of the funding is to share learning with Defra and other local authorities. Therefore it is important that the learning gained during the investigations is captured and the project is delivered within agreed timescales.

Resources - the project will be fully funded by government grant from the Defra Small Schemes Pathfinder Fund and can be delivered within current staff levels.

List of Background Papers

Paper	Date	Contact/Tel
Nil		
Reason for inclusion in Part II, if appropriate		
N/A		

Appendix A - Defra Small Schemes Pathfinder Location Plan



Agenda Item 9a

(NOT FOR PUBLICATION: By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information)

Document is Restricted

Agenda Item 9b

(NOT FOR PUBLICATION: By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information)

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