

Lancashire County Council

Cabinet

**Wednesday, 12th August, 2015 at 2.00 pm in Ceremony Room - Lancashire
Registration Office - Bow Lane, Preston**

Agenda

Part 1 (Open to Press and Public)

No. Item

1. Apologies for Absence

2. Disclosure of Pecuniary and Non-Pecuniary Interests

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

3. Minutes of the Meeting held on 9 July 2015 (Pages 1 - 4)

4. Executive Scrutiny Committee - Report of the Chair

Matters for Decision:

Leader of the Council - County Councillor Jennifer Mein

5. Corporate Strategy: Consultation (Pages 5 - 112)

Deputy Leader of the Council - County Councillor David Borrow

6. Money Matters - 2015/16 Financial Position and Revised Medium Term Financial Strategy (Pages 113 - 116)

(a) Appendix A (The County Council's Financial Position) (Pages 117 - 162)

(b) Appendix B (Update on the County Council's Reserves for 2015-16) (Pages 163 - 172)

(c) Appendix C (Financial Outlook for the County Council Medium Term Financial Strategy) (Pages 173 - 188)

(d) **Appendix C - Annex A (National Spending Review 2015)** (Pages 189 - 216)

7. **Base Budget Review** (Pages 217 - 222)

8. **Redundancy Payments Scheme and Trade Union Consultation** (Pages 223 - 228)

Miscellaneous Matters:

9. **Urgent Business**

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

10. **Date of Next Meeting**

The next meeting of the Cabinet will be held on Thursday, 10 September 2015 at 2.00 pm at County Hall, Preston.

Jo Turton
Chief Executive

County Hall
Preston

Lancashire County Council

Cabinet

Minutes of the Meeting held on Thursday, 9th July, 2015 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Present:

County Councillor Jennifer Mein

Leader of the Council
(in the Chair)

Cabinet Members

County Councillor Azhar Ali
County Councillor David Borrow
County Councillor John Fillis
County Councillor Marcus Johnstone
County Councillor Tony Martin
County Councillor Matthew Tomlinson

County Councillors Geoff Driver and Albert Atkinson were also in attendance under the provisions of Standing Order No. 19(4).

1. Apologies for Absence

Apologies were received from County Councillor Bill Winlow.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

There were no interests declared.

3. Minutes of the Meeting held on 11 June 2015

Resolved: That the minutes of the meeting held on 11 June 2015 be confirmed and signed by the Chair.

4. Executive Scrutiny Committee - Report of the Chair

County Councillor Alyson Barnes, Deputy Chair of the Executive Scrutiny Committee, reported that the recommendations set out in the reports for consideration by cabinet had been confirmed without modification or amendment at the meeting of the Executive Scrutiny Committee held on 7 July 2015, except for the following:

Item 7 – Appointments to Outside Bodies: The Executive Scrutiny Committee felt that appointments must be beneficial to both the organisation and the Council, and that an appointment should only be made to an outside body if the organisation is aligned or linked to the Council's policies and strategies, and recommended Cabinet ask the political group secretaries to consult those councillors appointed to outside bodies to determine the

relevance and usefulness of the council continuing to make such appointments. Democratic Services would be able to assist in this.

Item 10 - Business Growth Package for Lancashire 2015-18. The Executive Scrutiny Committee would welcome updates on the outcome of the proposed procurement process set out at recommendation (iii) to the report, and on the continued work of the Boost initiative.

5. Annual Report of the County Council Champions

The Cabinet received the annual reports from the Council's Champions for Armed Forces Veterans, Digital Inclusion, Disabled People, Older People, Parishes and Young People, together with a summary of activity and expenditure, for the period 1 April 2014 - 31 March 2015.

County Councillors Darren Clifford (Armed Forces), Terry Aldridge (Older People) and Cynthia Dereli (Parishes) attended to present their reports.

Resolved: - That the annual reports of the County Council's six Champions for 2014/15 as set out at Appendices 'A' - 'F' of the report, now presented, be noted and the Champions be thanked for their work during the year

6. Money Matters: The County Council's Financial Position 2014/15 Out-turn

Damon Lawrenson, Interim Director of Financial Resources, attended to present the Money Matters report summarising of the County Council's financial position at the end of 2014/15.

The Deputy Leader of the Council highlighted the underspend achieved in the last year, and stated that detailed analysis was underway of the overall budget, which would be presented to a special meeting of the Cabinet to be held on Wednesday 12 August. This would include more detail on the current level of reserves and how these would be managed during the difficult years ahead.

In response to an enquiry, it was agreed that details of the surpluses achieved in the previous four years through treasury management activity would be provided outside of the meeting.

Resolved: That

- i. the transfer of the 2014/15 underspend to reserves be approved.
- ii. the underspend within Care & Urgent Needs be transferred to the earmarked reserve be approved
- iii. the Capital Programme for 2015/16 and onwards be increased by £27.826m to reflect the slippage from 2014/15, as these costs now fall in 2015/16 be approved

7. Appointments to Outside Bodies 2015/16

The Leader of the Council presented a report setting out proposals for the appointment of County Council representatives to various outside bodies for 2015/16. The report also set

out details of bodies where County Council representation was no longer required and which could be deleted from the list.

In presenting the list, the Leader moved that CC Ron Shewan be the County Council's nominated representative in place of CC Lorraine Beavers on the Council for Voluntary Service – Blackpool, Wyre and Fylde, and that CC Pritchard as Lead Member for Waste Management would be the County Council's nominated representative on the Lancashire Waste Partnership in place of CC Marcus Johnstone.

Cabinet supported the view of the Executive Scrutiny Committee that appointments must be beneficial to both the organisation and the Council, and that an appointment should only be made to an outside body if the organisation is aligned or linked to the Council's policies and strategies.

Resolved: - That:

- i. the representation and appointments listed in Appendix 'A' to the report, now presented, for outside bodies for 2014/15, be approved and Group Secretaries be authorised to fill any remaining vacancies or make any changes and to notify the Chief Executives of the appointments, subject to the following amendments:
 - a. That CC Ron Shewan CC be the County Council's nominated representative on the Council for Voluntary Service – Blackpool, Wyre and Fylde
 - b. that CC Pritchard be the County Council's nominated representative on the Lancashire Waste Partnership
- ii. In light of information received, the deletion of the bodies listed in Appendix 'B' to the report, now presented, be approved.
- iii. political groups consult with those councillors appointed to outside bodies to determine the relevance and usefulness of the council continuing to appoint to those bodies on the list. Democratic Services would be able to assist in this.

8. Update on Health Impacts of Shale Gas Exploration in Lancashire.

Dr Sakthi Karunanithi, Director of Public Health, presented an update on the Health Impact Assessment (HIA) report submitted to Cabinet in November 2014 with recommendations to address the potential health impacts of the two proposed shale gas exploration sites in Lancashire.

Resolved: That

- i. the progress made on the HIA recommendations be noted
- ii. no further site specific HIA work be conducted until it is known whether there will be an appeal against the decisions of the Development Control Committee on the two proposed shale gas exploration site sin Lancashire.

9. Proposed Approval of the Fylde Coast Highways and Transport Masterplan

Hazel Walton, Transport Planning Manager presented the Fylde Coast Highways and Transport masterplan, as part of the overall programme to put in place highways and transport masterplans to cover the county. In presenting the report, particular attention was drawn to the intention to undertake a full North Fylde Connectivity Study, and that until this was complete, the current protected "Blue Route" M55 to Norcross link.

Resolved: That the publication of the joint Fylde Coast Highways and Transport Masterplan and the delivery of the strategies that will allow the masterplan to be taken forward be approved.

11. Report of Key Decisions taken by the Leader of the County Council, the Deputy Leader of the County Council and Cabinet Members

Resolved: That the report, now presented, on Key Decisions taken by the Leader of the County Council, the Deputy leader of the County Council and Cabinet members respectively, be noted.

12. Urgent Business

Business Growth Package for Lancashire 2015-2018

This item was taken as an item of urgent business owing to the ending of the current support measures in September 2015 and the requirement to have arrangements in place to replace them.

Martin Kelly, Director of Economic Development, presented a report setting out proposals for a new 3 year Business Growth Package for Lancashire to begin delivery in October 2015. The package would sustain and enhance the existing Boost programme, which had proved to be an effective and successful programme which was expected to exceed its target of creating 1100 jobs in Lancashire.

Resolved: That

- i. The performance of Boost be noted
- ii. a match-funding commitment of up to £1.9M in support of Boost and Access 2 Finance provision in Lancashire be approved, subject to securing the ERDF, private sector and LEP Growth Deal funding contributions set out in the report; and
- iii. the Head of Procurement be authorised to proceed with the procurement exercise to identify and select contractors to progress and deliver Boost's Hub Service; new start-up support and mentoring programmes; required marketing support; and customer relationship management system.

13. Date of Next Meeting

As noted earlier in the meeting under the "Money Matters" report, an additional meeting of the Cabinet would take place on Wednesday 12 August at 2pm at County Hall, Preston. It was confirmed that this would be preceded by a meeting of the ESC at 10am on the same day.

Jo Turton
Chief Executive

County Hall
Preston

Item 5

Cabinet

Meeting to be held on 12 August 2015

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

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| Electoral Divisions affected: |
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| All |
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Corporate Strategy: Consultation

Contact for further information:

Dave Carr, 01772 532066, Head of Policy, Information and Commissioning (Start Well),

dave.carr@lancashire.gov.uk

Executive Summary

Work is underway on the development of a new Corporate Strategy. A key stage in the development of the strategy will be engagement with all 84 Members of the County Council. It will also be important to share developing ideas with wider stakeholders to get their views before a final draft is presented to Cabinet and Full Council for consideration.

The working draft of the strategy will be tabled at the Cabinet meeting for the purpose of consultation and engagement.

The proposed consultation arrangements are set out in the report.

Recommendations

The Cabinet is asked to agree to the consultation arrangements set out in the report.

Background and Advice

It is proposed that the Corporate Strategy would set out the future direction for the County Council, covering a timeframe to 2021 and beyond. The document would detail the core purpose, vision, values, approach and evidence base which we would use to inform and guide what we do.

Elements of the proposed core strategy would include the Council's:

- vision, values, key priorities and overall approach;
- evidence base;
- approach to meeting need on the basis of localities;
- thematic strategies such as our financial strategy;
- risk, quality and performance framework;
- approach to service delivery planning and working with others.

Once finalised the Corporate Strategy would play a key role in shaping the future pattern of the Council's services.

Our timescales are challenging. We intend to consult on the core strategy document and associated evidence base until the end of September 2015.

It is anticipated that the final draft will be presented to Cabinet in November 2015, to enable alignment between the Corporate Strategy and the Cabinet's emerging budget proposals. It is anticipated that the final strategy would be recommended to Full Council in December for approval.

Whole Council Engagement

Given the importance of the Corporate Strategy it is recognised that there is a need for all 84 Members of the Council to have the opportunity to influence its content.

During September, a number of detailed briefings will be held for County Councillors to ensure that they all have the opportunity to gain an understanding of the emerging ideas and play a part in influencing them.

Consultations

It is proposed that all stakeholders that are consulted as part of the council's budget process would be consulted on the draft strategy, these include:

- The Office of the Police and Crime Commissioner
- The Lancashire Combined Fire Authority
- Recognised Trade Unions
- Borough, City and Unitary Councils in Lancashire
- Third Sector Lancashire
- Association of Parish Councils
- Lancashire Safeguarding Children's Board
- Lancashire Care Association
- The Older People's Forum
- The Chamber of Commerce
- The Lancashire Enterprise Partnership
- Healthwatch Lancashire
- The Clinical Commissioning Groups
- Young People's Engagement Forums
- Members of Parliament

Additionally, given the importance of the work of the Fairness Commission, it is proposed that all Commissioners on the Lancashire Fairness Commission be consulted on the draft strategy.

It is proposed that the consultation be open until the 30th September 2015.

Risk management

The Corporate Strategy will provide the framework for all other key strategies and plans in the County Council. Not agreeing the recommendation to consult on the proposed strategy will mean that the County Council is potentially unable to progress work to ensure the delivery of appropriately targeted and financial viable services for the future.

A draft Equality Analysis has been completed and will be refreshed following completion of the consultation.

List of Background Papers

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

Consultation Draft

23 July 2015

Introduction

The Corporate Strategy sets out the future direction for the County Council, covering a timeframe to 2021 and beyond. This document details the core purpose, vision, values, approach and evidence base which we will use to inform and guide what we do.

Our Corporate Strategy will form a framework which sets out:

- our vision, values, high level priorities and overall approach
- our evidence base
- thematic strategies such as our financial strategy
- our risk, quality and performance framework
- service delivery plans
- annual budgets.

This document, provides the starting point for that framework and, as such, it is important that elected members understand the content and lead its further development. The consultation period will run until the end of September 2015. During this time we will hold briefings for elected members and employees whilst also consulting with our partners, to ensure that wherever possible our core strategy is inclusive and our proposed approach is understood.

Over the coming months we will use our vision, values, high level priorities and overall approach as a reference point for the further prioritisation of our financial resources.

We anticipate that our entire Corporate Strategy framework will be in place by April 2016. By this time we will have:

- consulted and agreed on our vision, values, high level priorities and overall approach
- agreed our Neighbourhoods Plan
- agreed the supplementary strategy documents which we will refresh, with partners where necessary, to ensure that they are aligned to our overarching priorities
- agreed the allocation of financial resources to ensure that we will deliver our on Medium Term Financial strategy to 2017/18 and to start to look ahead to 2020/21
- agreed service delivery plans which set out how we will deliver the service offers set out in the 2015/18 budget and address continuing financial pressures.

The overall framework and service planning timescales for our Corporate Strategy are set out in Appendix 1.

Lancashire is a key economic sub region within the North West and the wider North of England. It has a fundamental offer to make and role to play within the developing Northern Powerhouse. Our priorities reflect our intention to build on our strengths. Lancashire's leading national and regional position in relation to Aerospace, Advanced Engineering and Manufacturing, Energy and Higher Education Institution

excellence make it a pivotal part of the long term sustainability of the North's economy, as does its internationally recognised visitor offer.

Lancashire is a county of contrast, with a population of over 1.1 million living in a mix of urban, suburban and rural communities. Compared to the UK as a whole the county has wide variations in levels of income, wealth and health across the county.

Generally, deprivation levels are a good indicator of outcomes for health, housing and employment, with the most deprived communities experiencing the worst outcomes and the most affluent communities experiencing better outcomes. For example, a male child born today in one of most deprived communities in Lancashire could expect to live until they were 74. A male child born today in one of our most affluent communities could expect to live for almost 7 years longer, and to be free of disability for almost 3 years longer than their counterpart. Clearly, we need to ensure that our services are designed to address the significant variations in need that exist across Lancashire.

The Council has faced an unprecedented period of financial challenge since austerity began in 2010. The government has stated that the period of austerity will continue until at least 2020 and that non-protected departments, of which local government is one, will see the same rate of funding reductions in future years as those experienced since 2010. In addition to the wider public finance environment, the Council continues to face significant challenges from rising costs, from inflation, and from demand for its services.

Against this background we will use the priorities set out within our corporate strategy to determine how we can best use our financial resources, ensuring that we work for the people of Lancashire to enable them:

- to live a healthy life
- to live in decent home in a good environment
- to have employment that provides an income that allows full participation in society.

There is unlikely to be any area of spend that is unaffected by the challenges that we face and some services will have to be radically reshaped or stopped altogether in order to meet the required level of savings. However, through the continued development of our Corporate Strategy framework we believe we will honour our pledge to provide full public access to the decisions we need to make in the coming months and years.

Our core purpose

Is to work for the people of Lancashire to enable them:

- To live a healthy life
- To live in decent home in a good environment
- To have employment that provides an income that allows full participation in society.

Our vision

Is that every child born today in Lancashire, and every citizen will grow up and live in a community and an environment that enables them to live healthier for longer, have a job when they leave education and achieve their full potential throughout life.

Our Values are:

To be Fair, Trustworthy, Ambitious and to have Belief in people.

Our approach

To achieving this vision will be the lifelong journey which we describe in terms of Starting Well, Living Well and Ageing Well.

A child born in Lancashire today has the potential to live for over 100 years. Whilst our strategy looks up to twenty years ahead, every year we will have citizens aged from 0 to over 100. We will work for all of them to do all we can within our resources to achieve our vision.

Our evidence base

We will provide services based upon sound evidence of need and in a way that is proportionate to the needs of our communities.

Strategic outcome

To live a healthy life

- Increase the time that people in Lancashire can expect to live in good health
- Narrow the gap in people's differences in health condition across Lancashire.
- Enable people to make healthy lifestyle choices

Strategic outcome

To live in a decent home in a good environment

- An adequate supply of affordable quality housing to rent or buy that meets the needs of all our citizens
- Good quality local neighbourhoods with adequate parks, open spaces, social, cultural and sporting opportunities
- Communities where families and individuals feel safe
- A high quality natural environment

Strategic outcome

To have employment that provides an income that allows full participation in society

- Rebalance Lancashire's economy to reduce its overreliance on low paid employment.
- Increase the employability of the Lancashire's citizens
- Focus on communities where there are high concentrations of unemployment and low paid employment

Our priorities

- Support the development of resilient communities where self-help becomes part of the fabric of community life
- Invest in locally accessible green infrastructure that helps to make cycling and walking to work, school and local services a practical safe choice
- Provide advice and support to families and carers on how to access the most appropriate health and social care services that are available in Lancashire and how to maintain the independence of people in need of support
- Provide early help and support to vulnerable children, families and adults to prevent the need for crisis interventions and to minimise the number of children and young people in care
- Protect our most vulnerable children and adults from avoidable harm
- To ensure that the children we look after have the best start in life
- Support those in need to improve their physical and mental health through early assessment and treatment to enable them to live independent lives for as long as possible
- Provision of quality care at home avoiding unnecessary admissions or readmissions to hospital and care homes.
- Ensure sufficient high quality financially viable and sustainable residential care
- Work in partnership with other agencies to make local communities strong, self-reliant and cohesive so that they are able to help reduce criminal activity; e.g. anti-social behavior, domestic violence and hate related crime
- Develop an effective economic growth programme for our communities suffering from the highest levels of deprivation
- Promote the payment of the living wage
- For all Lancashire schools to be good or outstanding
- Work in partnership with schools and families to narrow the gap in educational attainment from Key Stage 2 to Key Stage 4
- Develop a programme to target the number of Lancashire citizens aged 16 or over who have no qualifications
- Promote cooperation within Lancashire's Further Education sector to coordinate their provision to meet the skills needs of employers and improve the employability of Lancashire's workforce
- Continue to support the Lancashire LEP in the delivery of the Strategic Economic Plan for Lancashire
- Promote integrated land use and transportation planning with partners to deliver new homes and essential infrastructure as part of our economic growth agenda
- Implement the Preston, South Ribble and Lancashire City Deal to deliver new homes and community infrastructure as part of our economic growth agenda
- Work with partners in the development of a Combined Authority for Lancashire
- Contribute at a regional level to the development of the "Northern Powerhouse" and the delivery of Lancashire's Strategic Transport Prospectus.
- Implement Lancashire's five Highways and Transport Master plans
- Invest in our town and city centres
- Invest in preventative maintenance to improve the conditions of roads and footways.
- Promote the conservation and protection of our natural environment
- Maximise the diversion of waste from landfill
- Support green energy solutions in Lancashire, and develop green energy solutions for the county as a whole and to reduce the council's own energy use

Our approach to service delivery

To guide our actions we are committed to being Fair, Trustworthy, Ambitious and to have Belief in people. Alongside these, we have established a set of principles that will inform our approach to service delivery:

Meeting the needs of our Communities: We will adopt an evidence based approach:

- services will be planned around the needs of 34 geographic area with a population of 20,000 – 40,000
- a Neighbourhoods Plan will be produced that reflects the differing levels and types of need within those communities. These differences are illustrated in the needs profile for each of the 34 areas.

The neighbourhoods plan will identify how the County Council's services will be provided across Lancashire. It will be the tool that translates the information within the 'Baseline Area Needs Assessment for Lancashire' into service plans. The particular characteristics of each of the 34 service planning areas will be carefully considered to ensure that the neighbourhoods plan identifies the level of service input required to meet specific needs. In particular service planning areas, certain needs are greater so there will be more emphasis on some services. However, a 'universal standard' will be set to ensure that communities understand the core service offer that is being made available across the county. Service plans will be based on the neighbourhoods plan.

Appendix 2 provides a summary of the needs of Lancashire's 34 service planning areas.

Our Community Presence – Neighbourhood Centres: The council's physical presence within communities will take the form of Neighbourhood Centres. These will be community focussed multi-functional buildings tailored to deliver specific services in identified areas.

Neighbourhood Centres will be the base for the provision of services currently delivered through:

- Children's Centres
- Youth Zones
- Libraries
- Museums
- Child and Parenting Support Centres
- Adult Disability Day Centres.

The numbers and location of Neighbourhood Centres will be based around population and need. There will be a minimum of one Neighbourhood Centre in each of the 34 areas. In areas of greatest need there will be up to 8 or 9 centres

Neighbourhood Centres will, in the main be developed using existing council buildings. The actual building selected will depend upon its location, size and suitability, condition, running costs and required levels of investment. We will also consider the potential to use other public sector or community assets for their location. In exceptional circumstances the most cost effective option may be a new purpose built facility. We will only support community asset transfer where there is no ongoing liability to the County Council.

The number of individual premises providing these services is expected to reduce from around 260 to around 130.

Main Offices: There will be a small number of main offices distributed across the county which will be configured to provide flexible office accommodation and well-utilised meeting rooms to support front line service delivery.

Customer Focus: We will put the needs and expectations of our customers at the heart of what we do to ensure that we are able to provide high standard of service at all times. The way that people access our services will be designed to suit the people using them.

The council will have a 'digital by default' mindset. Information and services will be delivered online as far as possible. Customers will not be excluded because they do not have internet access at home. Where appropriate, our most vulnerable citizens will have telephone access to customer service advisors who understand specific service areas. We will support and encourage people to engage in digital services by working with partners to achieve a more coordinated to help those who are most in need.

For those who are most in need we will provide opportunities for them to access face to face advice and support.

Recognising diversity: We recognise the diversity of the population of Lancashire. People have different levels of need and what might be considered a good outcome for one person may not be the best or most appropriate outcome for another. We will design and deliver our services to meet the needs of people using them, within the resources available to us.

Working with others: our priorities for public service integration will be to work with public service partners at two levels:

- at a strategic pan-Lancashire level through the Health and Wellbeing Boards and the proposed Combined Authority for Lancashire
- at the citizen level, where we work with partners and communities we will ensure that the provision of services by different agencies is coordinated to meet the needs of our communities.

Commissioning and design of services with our partners: Lancashire County Council is one part of a much wider network of public service delivery across

Lancashire, and to meet the needs of our citizens and communities within the resources available to Lancashire as a whole, then where our priorities are aligned, we will jointly commission, design and deliver services with our partners. We value the benefits of being an in-house provider but where there is a more efficient way to do business we will adopt the most effective approach.

Recognise that no one size fits all: Lancashire is a socially and geographically diverse county. How we meet needs will be different for different groups of citizens and different communities. Our resources are very limited and as a result our services will be tightly focused on meeting statutory minimum requirements in relation to need. Beyond this our resources will be allocated in line with the priorities set out in this strategy.

Increasing business efficiency: The financial challenges we face means that we will continue to maximising our productivity through flexible ways of working, flexible and effective offices, modern and unified systems and processes and effective use of technology. Employee engagement will continue to be at the heart of our transformation programmes and we will ensure that we do all that we can to sustain our culture change by:

- sharing the same values
- recognising good work
- developing excellent people-managers
- listening to each other
- always improving our services.

We will make sure we use every pound wisely

Promotion of personal and family responsibility: the services we commission and provide will focus on promoting personal and family responsibility. Our aim is for individuals and families to be resilient and to be able to support themselves without the need for support from the Council. Where support is needed, our services should be focused on pro-active interventions that allow individuals and families to become independent quickly, and not require long-term support from the council. For the most vulnerable of our communities, where long-term support is required, then our services will always enable people to live as independently as possible.

Be a strong voice for Lancashire: We will make the case for the council's fair share of national resources based upon the needs of our communities. We will work with our partners to develop a Combined Authority for Lancashire and gain effective devolution of powers and resources for Lancashire. We will promote the benefits of Lancashire as a place for business growth and inward investment. We will work with Greater Manchester and other northern authorities to build the "Northern Powerhouse".

Managing our performance: A robust performance management framework will underpin the delivery of the corporate strategy. A suite of key performance indicators will be established to monitor and manage the delivery of strategic outcomes. Additionally, service plans will include service standards and planned outcomes, reported as metrics with targets. Performance dashboards will be created to monitor corporate strategy KPIs and service plan metrics to ensure that service plans are

achieving their objectives, and the overall aims of the corporate strategy are being met.

Quality of Service reports will be produced quarterly. These will focus on the delivery of the council's strategic priorities, and will include relevant narrative and analysis including summaries of performance, achievements, plans and risks.

The plans will be subject to review periodically to ensure that they remain focussed and relevant.

Delivering our Priorities

Strategic outcome: To live a healthy life

Our approach to enabling people in Lancashire to live a healthy life will strike a balance between those services that are accessible to everyone, which we term universal services, and those which are targeted to support people with the greatest need.

Support for the development of resilient communities, where self-help becomes part of the fabric of community life, is at the heart of our approach. People in resilient communities will have satisfaction and pride in their local areas, feel safe, have access to green space and importantly have an ability to influence decisions. We will work with communities to identify and solve local issues, listening to people and allowing them to influence what is delivered. We will respond quickly to concerns, keeping the community informed and providing explanations of why we can't do certain things or why alternative action is taken.

Our approaches will recognise and build on the strengths of individuals. We will value the capacity, skills, knowledge, connections and potential in individuals. We will work in collaboration, helping people to do things for themselves and to feel connected with their communities, so that they are able to become co-producers of support, not passive consumers of support.

Our universal service offer will focus on those areas where we can evidence the greatest impact on protecting and promoting health. This will include a range of services like health visiting and school nursing, NHS health checks, sexual health services, healthier lifestyles including emotional health, tobacco and substance misuse at key points in people's lives and work to ensure that we continue to work to identify those people who are most at risk. We will deliver targeted early help to those most at risk of avoidable ill health.

When people feel that they need help it is important that they are able to understand the range of services available to them and to make informed choices about the most appropriate providers of care and support that they need. We will provide internet and telephone based services to people and their carers on how to access the health and social care services that are available in Lancashire and how to maintain the independence of people in need of support.

For those who are struggling to cope we will provide early help and support to prevent the need for crisis interventions. This will mean a more targeted approach to our service delivery with support for those with complex needs. We will work with these individuals and families to enable them to cope where possible. We will help them to learn or re-learn life skills and support and encourage them to do more for themselves with the ultimate aim of maximising their independence.

Where people and families are not coping they are often in need of our statutory social care services. We will assess the level of need and agree, with partners where appropriate, a plan manage and reduce the level of risk and protect our most vulnerable children and adults from avoidable harm.

We will ensure that children and young people wherever possible will live at home with their families and where this is not possible we will find them permanent homes and families without unnecessary delay and with minimum disruption. We will ensure that the amount of time that children spend in care will be appropriate to their needs and that young people in care are supported to achieve their full potential and are fully prepared for adulthood.

We will provide quality care at home avoiding unnecessary admissions or readmissions to hospital and care homes. Our services will enable people to live safely at home wherever possible and to feel connected to their communities. Where treatment in hospital has been necessary we will work with partners to enable people to leave hospital in a timely manner with the rehabilitation they need.

Strategic outcome: To live in a decent home in a good environment

Having an affordable decent home in a good environment with low levels of crime is essential to a good quality of life for our citizens. The population of Lancashire is expected to reach over 1.2 million by 2024. This increase, together with housing, infrastructure and commercial growth to support it, means there will be more pressure on the physical infrastructure and environment within Lancashire.

Our transport infrastructure is a priority for the council as good accessibility, including driving, public transport, walking and cycling forms an essential part of our everyday lives. It is vital that there are plans in place to maintain and manage our transport infrastructure so that the economic, health, social and recreational benefits and opportunities are maximised. The housing infrastructure is also a priority across Lancashire where there is a need to rebalance the housing supply.

Lancashire is already displaying signs of renewed confidence in the housing market. However, it is important for Lancashire that the confidence of house builders in certain parts of the county is experienced by all parts. We will promote the development of new housing on good quality sites that builders want to build on and where people want to live.

To help plan and stimulate economic growth activity across the county we will:

- develop an effective economic development programme building on the programmes already being delivered within the Lancashire Economic Partnership's (LEP) Lancashire Growth Plan such as:

- the Preston, South Ribble and Lancashire City Deal, we will help build and deliver four major road schemes, 17,000 new homes which will be supported by increasing the number of school places, new open green spaces and health provision to cater for the growing population
 - the Central Lancashire and Lancaster priorities
 - East Lancashire housing renewal.
- work with the LEP to deliver the key priorities in the Lancashire Strategic Economic Plan (SEP) which was built from the Growth Plan and provides the foundation for the SEP and Growth Deal with Government.

Investing in the highways and transport network is important to the council and our commitment to support the economy and to tackle deep-seated inequalities in its people's life chances, revitalising communities and providing safe, high-quality neighbourhoods are our key priorities.

Over the next 5 years, we will deliver five Highways and Transport Masterplans that reflect the county's economic areas and each set out our vision for travel and transport in that area.

We will improve the conditions of our roads and footways by investing in evidence based preventative maintenance and deliver a capital expenditure programme on highways maintenance over the next 15 years.

Reducing the high costs involved in the disposal of waste in Lancashire is a priority for the council and with European and national waste management legislation targets to reduce the amount of waste we send to landfill, together with the annual increase in landfill tax, there are significant financial costs if we do not divert waste away from landfill.

We will work with communities and partners to:

- reduce and reuse the amount of waste we produce
- recycle and compost waste
- continue to recover value from the waste through our Waste Technology Parks
- minimise landfill disposal.

Energy is also a significant aspect of our cost base and we will do more to control both usage and its production. We will reduce the amount of energy used by our buildings and assets by investing in energy efficiency and reducing the number of poorly performing County Council buildings. We will investigate ways in which we can protect against future price rises by being innovative and looking at a range of possibilities including generation of our own energy. We will invest in renewable energy sources to further help reduce our reliance on purchased energy. We will also provide targeted assistance for local businesses to help them take advantage of renewable energy opportunities. We will seek to help local residents reduce their energy costs and access funding to improve the energy efficiency of their homes.

We want to build strong, self-reliant and cohesive communities, to recognise and help those who need advice and support to help themselves make healthy lifestyle choices. In partnership with our local communities and partners, we will support and help build strong, self-reliant and cohesive communities through:

- promoting a clear sense of shared aspirations and values, which focus on what we have in common rather than our differences. We will ensure that Lancashire is a place where people are able to realise their potential to get on in life
- working with partners, including the Police and Crime Commissioner we will improve community safety, reduce crime and the fear of crime ensure that citizens feel safe, are actually safe in their homes, out and about in our communities and at work in our county
- our Equality, Integration and Cohesion Strategy, we will deliver activities that will address hate crime, extremism, tension monitoring, and migration.

Strategic outcome: To have employment that provides an income that allows full participation in society

The economy is vital for health, wealth and wellbeing of our citizens. A prosperous county benefits all, but although Lancashire has experienced sustained growth in the last decade, with readily identifiable economic 'hotspots' such as the cities of Preston and Lancaster, the area's average performance still consistently lags behind that of the UK and neighbouring city regions. Some areas of Lancashire offer a very high quality of life in rural and semi-rural localities, whilst in contrast, a number of towns suffer.

Recognising that fewer Lancashire citizens are qualified to a degree level (NVQ 4) and that KS4 attainment levels are low in our deprived communities, we will work with schools, the Further Education sector and communities to narrow the attainment gap and enable young people to develop the skills they need to find work. We will provide a range of traded services to schools including, consultancy and targeted support for improvement, to help schools to achieve their intended outcomes. For Lancashire's working age population we will work with the Lancashire Economic Partnership (LEP) to develop a skills infrastructure which is aligned to the demands and needs of local businesses and communities.

Access to good employment for local people and a thriving local economy, relies on investment in our infrastructure. With partners, we are working hard to unlock constrained growth opportunities in all parts of Lancashire to create a more balanced economy.

Through the LEP, we will build on the Lancashire Growth Plan and focus on improving the capability and capacity of our local economy, seizing new market opportunities and overcoming barriers that constrain growth, which will help re-establish Lancashire as a national economic leader. We will to develop a broad economic base that meets the needs of our communities, enhancing access to opportunities for all.

We will also look to maximise the value of the *arc of prosperity*, which is fundamental to realising Lancashire's growth ambitions, that sweeps across Lancashire, which links key economic assets, high value business clusters, centres of research and training excellence and new housing growth opportunities. We will also build on the success of our Enterprise Zones, at Samlesbury and Warton and superfast broadband connectivity to support growth which will help lead the way in the county playing a full role in the Northern Powerhouse framework.

Working with the LEP we will help to improve the capability and capacity of Lancashire's competitive strengths in advanced manufacturing; enable Lancaster University and the University of Central Lancashire (UCLan) to expand and develop national centres of excellence linked to the delivery of local economic priorities; deliver a Skills for Growth programme including a new Apprenticeship Hub to drive-up SME engagement and the local take-up of apprenticeships as career pathways; enhance the business growth hub; continue unblocking stalled development opportunities critical to the economic regeneration of Lancashire; deliver a strategic transport programme to release the economic and housing growth potential of Preston, East Lancashire, Lancaster, and Skelmersdale in West Lancashire; and strengthen cross-boundary connectivity with neighbouring city regions.

To bring Lancashire's employment rate in line with the national average, we will work with the LEP to focus on our competitive strengths and capabilities, tackling major infrastructure constraints, boosting the business base, and refocusing the approach to skills establishing new economic opportunities that can deliver:

- 50,000 new jobs
- 40,000 new houses; and
- £3 billion additional economic activity, above the local trend rate.

As an accredited Living Wage employer, the council is committed to everyone working at Lancashire County Council, regardless of whether they are permanent employees or third-party contractors and suppliers; receiving a minimum hourly wage of £7.65 -significantly higher than the national minimum wage of £6.50. We believe that this commitment and accreditation is a way to lift those out of poverty.

We see a great opportunity to boost our economy through our involvement in the development of a combined authority for Lancashire. We will work with partners to:

- give Lancashire more control over decisions affecting the county
- create a strong voice to argue for greater investment
- make it easier to deliver on private sector priorities and support business
- attract more resources and flexibility into Lancashire so we can deliver on our potential
- make councils more effective by working together on crucial projects in infrastructure and planning
- connect with other economies in the North West and take full advantage of the Northern Powerhouse.

Lancashire's economic strengths and growth priorities are a fundamental part of, and critical to, the building of the Northern Powerhouse.

The Corporate Strategy Framework

Core Strategy

Vision, Values, Principles, Evidence Base
and Approach

We will consult on our Core Strategy during August and September 2015 and seek final agreement in November 2015

Neighbourhoods Plan

How we will deliver services within communities

We will start work on our Neighbourhoods Plan in August 2015 for completion by the end of November 2015

Key Strategies

Identification and agreement on the key enabling strategies that we will use to deliver our core strategy

We will determine the key strategies by the end of November 2015. Wherever possible these will be in place by the end of March 2016

Financial Strategy

How we will allocate resources to ensure we deliver on our Medium Term Financial Strategy to 2017/18 and start to look ahead to 2020/21

Service Delivery Plans

How we will deliver the service offers set out in the 2015/18 budget and address continuing financial pressures

We will start to develop our service delivery plans in September 2015 and complete these by the end of February 2016. Our service delivery plans will reflect our developing Financial Strategy

Performance Review

Ongoing review of performance to ensure that we are meeting intended outcomes and continuously improve our services

Baseline needs assessments for Lancashire service planning areas

Introduction

This document provides a summary of the needs of Lancashire's 34 service planning areas (SPAs). These geographical areas have been created by clustering between two and eight middle layer super output areas (MSOAs) with similar levels of overall deprivation according to the Index of Multiple Deprivation 2010. When drawing the SPA boundaries, due regard was given as far as practicable to the natural boundaries created by geographical features such as rivers and railway lines, and to the containment of discrete communities.

Each service planning area has been analysed to create a profile, using a set of key indicators for the strategic outcomes of:

- Living a healthy life;
- Living in a decent home in a good environment;
- Having employment that provides an income that allows full participation in society.

The profile includes:

- A summary of the key characteristics and issues for the area.
- A map showing the boundaries of the area.
- A socio-demographic profile including:
 - A population pyramid showing the proportion of very old, older and working age people, and school age and pre-school children broken down by gender. A comparison with Lancashire has been included;
 - A summary of the predominant types of households living in the area and their preferred channel(s) of communication;
 - The ethnic make-up of the area and overall population figures;
 - Deprivation information, including an average score for the area and the lowest and highest score within the SPA. If there is a large variance then it potentially shows that there are pockets of more deprived areas within the SPA.
- A baseline needs assessment comprising a range of indicators, split into fifths, so that the best performing and worst performing areas are highlighted. These indicators show the key issues to be considered when planning services.

Each profile can be printed as an individual two-sided page, if needed, or accessed online via the contents page.

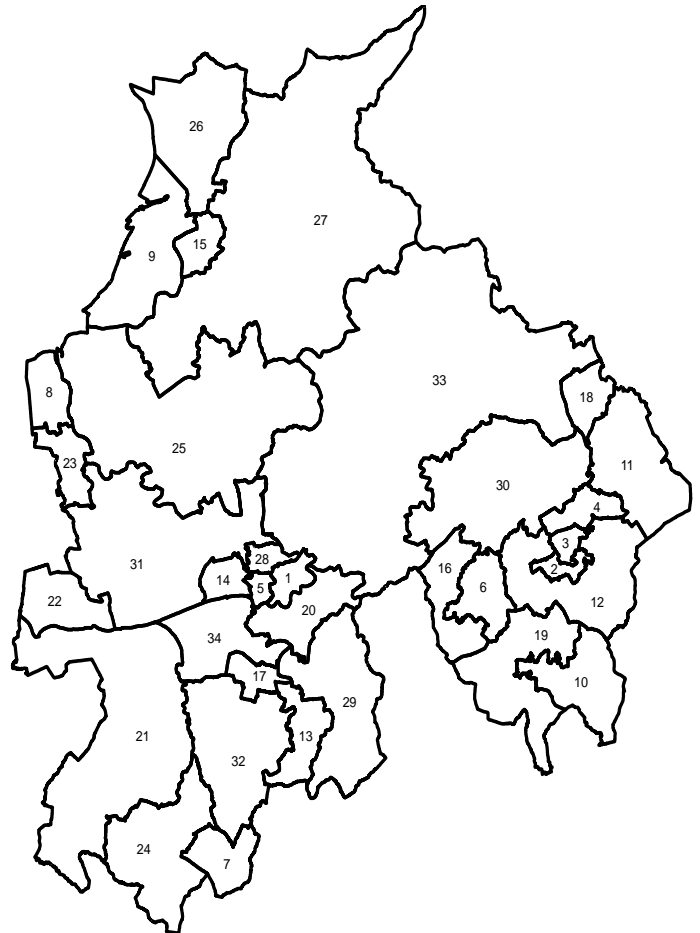
At the end of the document there is a glossary that explains all the terms used and a definition of each of the indicators used.

These profiles were produced by Lancashire County Council's Business Intelligence team.

Contents

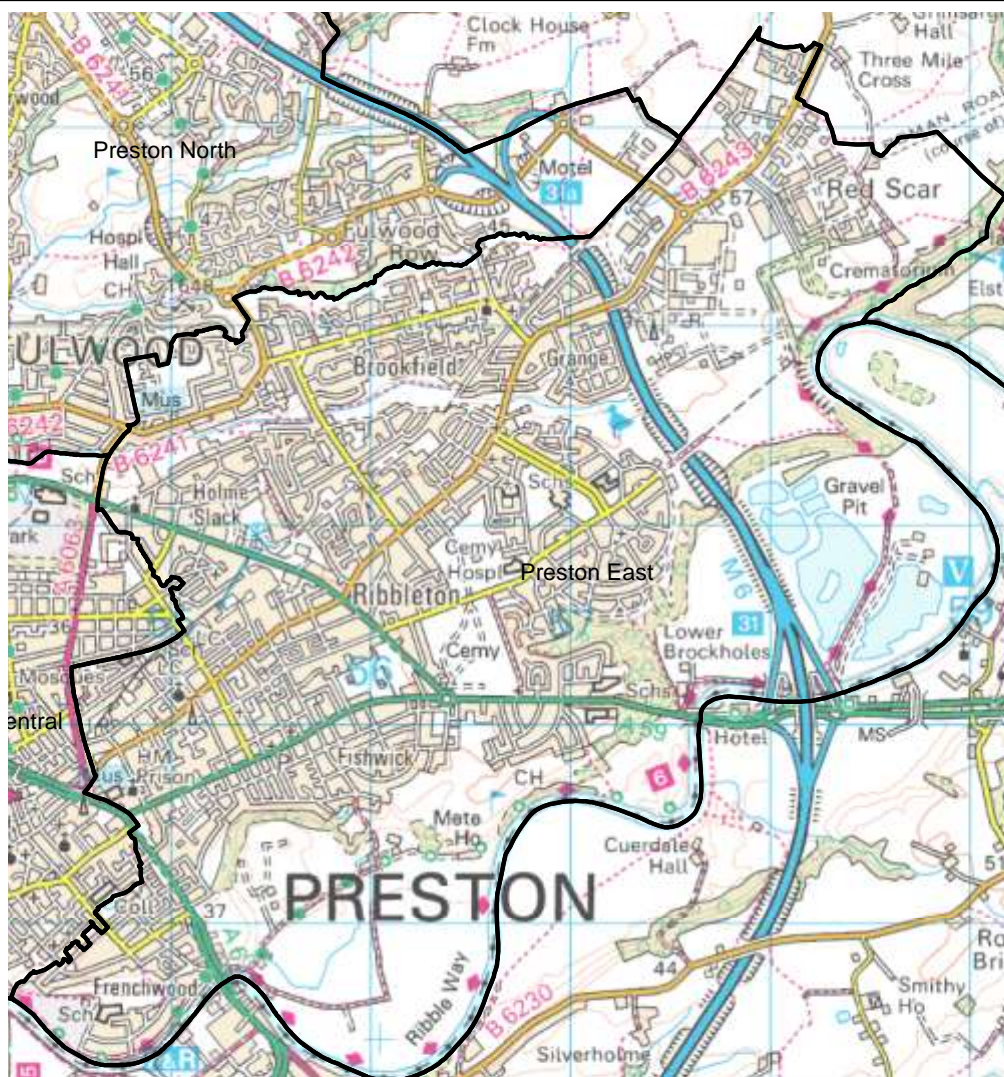
| Area number | Service planning area |
|-------------|-----------------------|
|-------------|-----------------------|

- | | |
|----|--|
| 1 | Preston East |
| 2 | Burnley Central |
| 3 | Burnley North |
| 4 | Nelson and Brierfield |
| 5 | Preston Central |
| 6 | Hyndburn East |
| 7 | Skelmersdale |
| 8 | Fleetwood |
| 9 | Morecambe and Heysham |
| 10 | Rawtenstall and Bacup |
| 11 | Colne |
| 12 | Burnley Outer |
| 13 | Chorley Central |
| 14 | Preston West |
| 15 | Lancaster Central |
| 16 | Hyndburn West |
| 17 | Leyland |
| 18 | Barnoldswick |
| 19 | Rossendale West |
| 20 | South Ribble East |
| 21 | West Lancashire West |
| 22 | Lytham St Annes |
| 23 | Thornton Cleveleys |
| 24 | Ormskirk and Newburgh |
| 25 | Wyre Rural |
| 26 | Lancaster Coast |
| 27 | Lancaster Rural |
| 28 | Preston North |
| 29 | Chorley East |
| 30 | Pendle Hill |
| 31 | Fylde East and Broughton |
| 32 | Chorley West |
| 33 | Bowland |
| 34 | South Ribble West |
| | GLOSSARY |

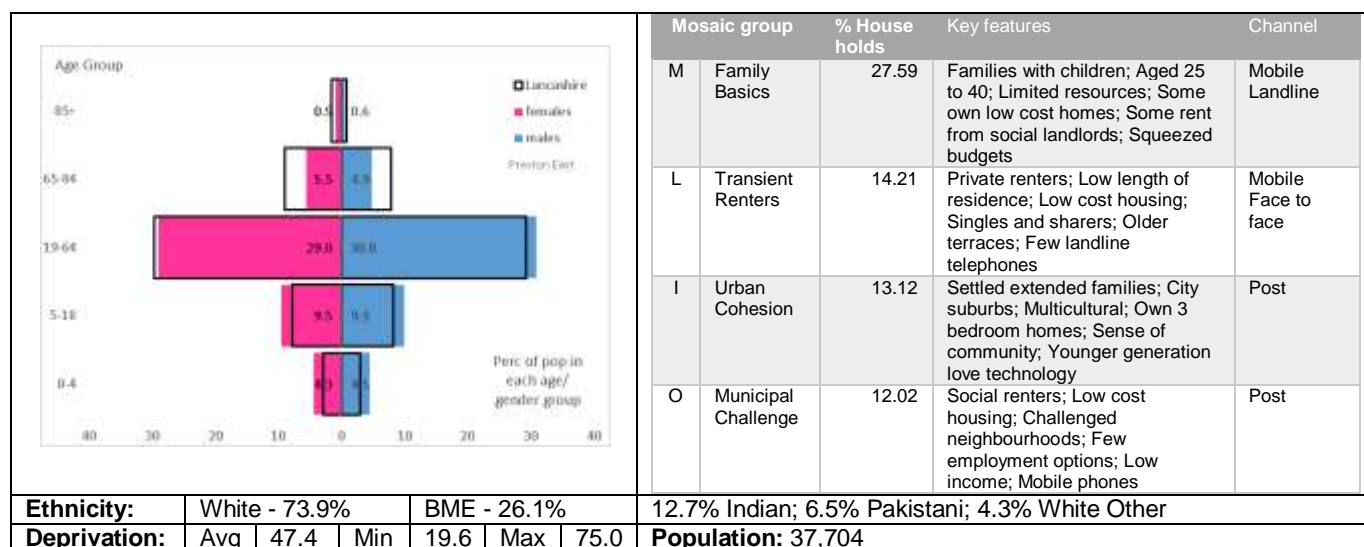


Baseline area needs assessment for **Preston East** (1)

Preston East is the most deprived service planning area in Lancashire. It is predominantly families with children, and has a relatively young population. This area has all the issues associated with being in a deprived area, but it has good access to housing and services. It has the highest proportion of children in poverty, proportions of young people not in education, employment or training (NEET), and substantial community safety needs.



Socio-demographic profile



Baseline area needs assessment for Preston East (1)

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|
| Worst fifth | 2 nd worst fifth | Middle fifth | 2 nd best fifth | Best fifth | Unrated |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 74.5 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 78.4 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 1,210 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 14,562 | 11,035 | - |
| Obese reception age children | Percentage | 10.4 | 9.4 | 9.4 |
| Obese year six children | Percentage | 18.3 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 7.7 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 10.9 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.9 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 38.1 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 59.1 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 61.2 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.9 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.6 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 22.6 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 44.2 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 1 | - | - |

To live in a decent home in a good environment

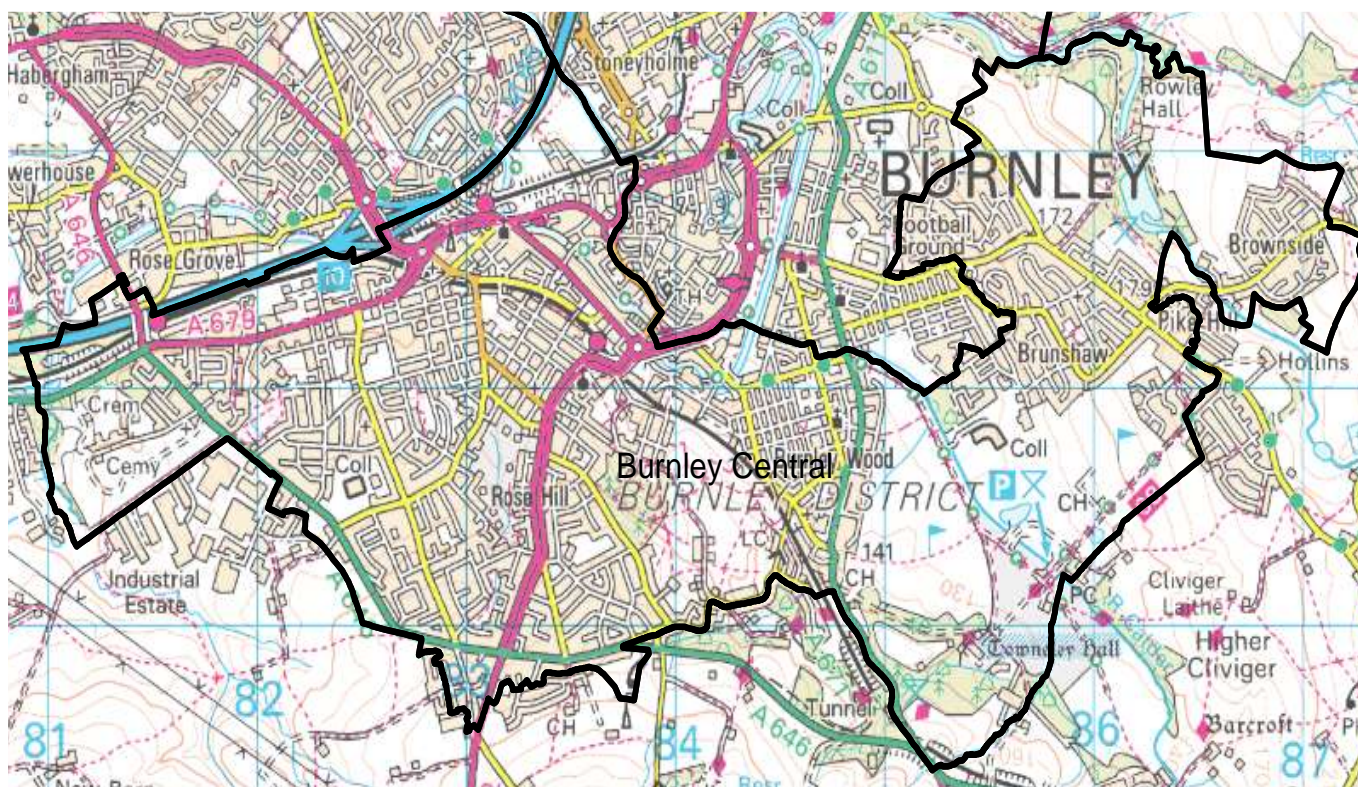
| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 90.2 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 4.6 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 15.6 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 11.7 | 13.8 | - |
| Median house price | Median price (£) | £87,438 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.8 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 160 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

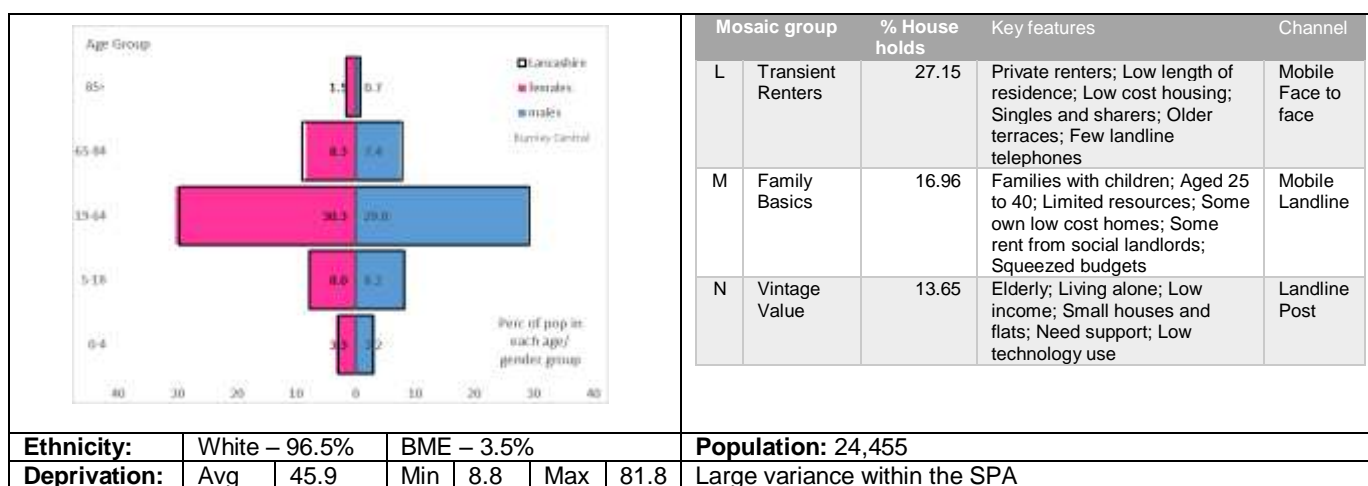
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 77.0 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 44.2 | 59.1 | - |
| Percentage with no qualifications | Percentage | 34.8 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 23.3 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 40.3 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £19,135 | £26,646 | £28,465 |
| Claimant count | Percentage | 23.3 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 11.0 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for **Burnley Central** (2)

Burnley Central predominately comprises a transient population with high numbers of rented properties; the age breakdown is in line with Lancashire. It is not uniformly deprived, there are areas with relatively lower deprivation. The area has all issues associated with being deprived. Consideration could be given to the group of older people who are classed as living alone with low incomes in this area. Low house prices and good access to services mean that it has better access to housing and services. NEET is relatively low, primarily due to people in this area having good access to education and training.



Socio-demographic profile



Baseline area needs assessment for Burnley Central (2)

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|
| Worst fifth | 2 nd worst fifth | Middle fifth | 2 nd best fifth | Best fifth | Unrated |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 74.2 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 80.4 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 1,268 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 14,307 | 11,035 | - |
| Obese reception age children | Percentage | 11.2 | 9.4 | 9.4 |
| Obese year six children | Percentage | 20.1 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 8.7 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 13.2 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 3.2 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 35.4 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 57.3 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 59.4 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 1.0 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 6.9 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 22.2 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 48.8 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 13 | - | - |

To live in a decent home in a good environment

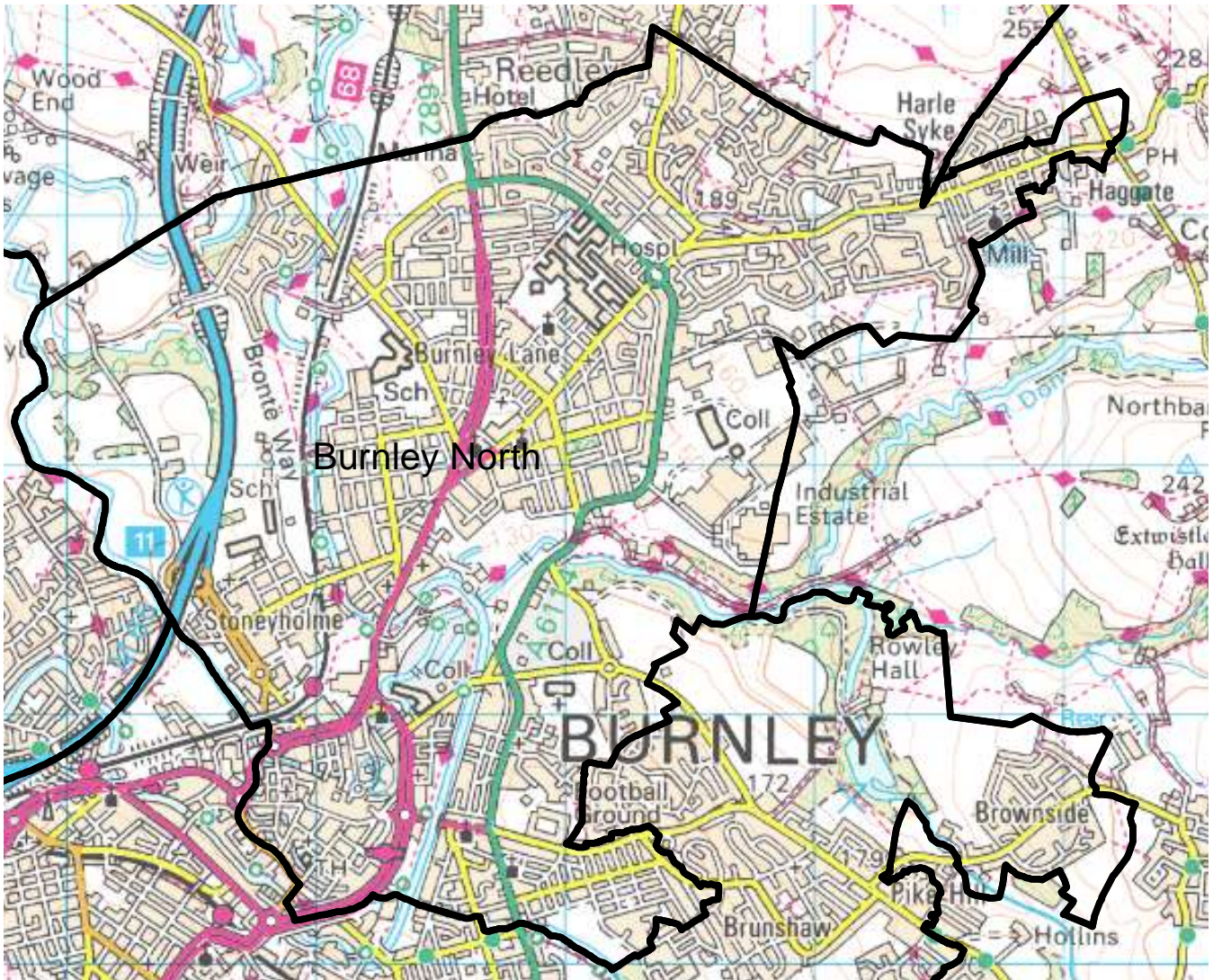
| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 78.9 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 4.6 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 14.2 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 9.2 | 13.8 | - |
| Median house price | Median price (£) | £83,666 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 6.1 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 160 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

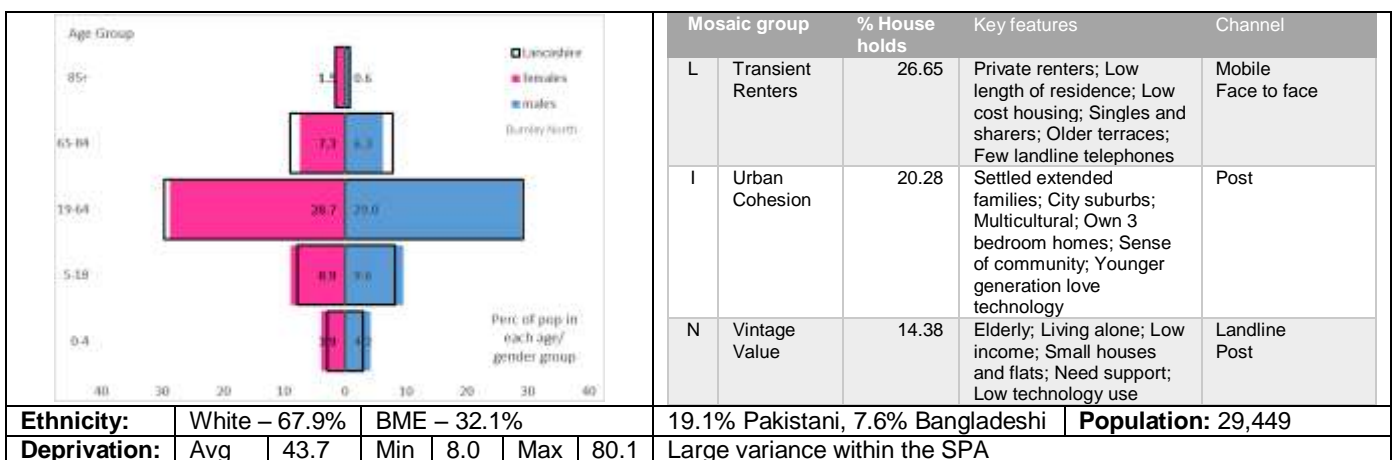
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 69.8 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 47.0 | 59.1 | - |
| Percentage with no qualifications | Percentage | 32.0 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 25.4 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 33.1 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £21,248 | £26,646 | £28,465 |
| Claimant count | Percentage | 24.2 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 4.8 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for **Burnley North** (3)

Burnley North has a relatively young population, primarily transient renters. There is a large variance between levels of deprivation with some areas less deprived than others. The indicators are consistent with the level of deprivation in this area.



Socio-demographic profile



Baseline area needs assessment for **Burnley North (3)**

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 74.2 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 80.0 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 1,300 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 15,124 | 11,035 | - |
| Obese reception age children | Percentage | 11.6 | 9.4 | 9.4 |
| Obese year six children | Percentage | 21.6 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 8.3 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 11.8 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 3.0 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 33.8 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 57.3 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 59.4 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 1.0 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 6.9 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 21.9 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 43.2 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 3 | - | - |

To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 82.1 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 6.0 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 18.9 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 8.7 | 13.8 | - |
| Median house price | Median price (£) | £67,869 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 6.1 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 160 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

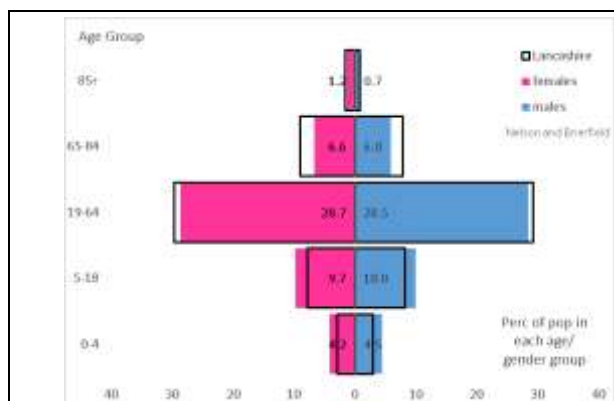
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 73.9 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 46.2 | 59.1 | - |
| Percentage with no qualifications | Percentage | 32.2 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 22.5 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 35.2 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £19,733 | £26,646 | £28,465 |
| Claimant count | Percentage | 24.0 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 7.8 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for Nelson and Brierfield (4)

Nelson and Brierfield has a strong sense of community, with multi-cultural settled extended families predominating. There is a large variance in deprivation levels with some areas more deprived than others, but all areas suffer from the poor outcomes in health, housing and employment associated with deprivation. There is an issue with reception age obese children in this SPA.



Socio-demographic profile



| Mosaic group | % House holds | Key features | Channel |
|---------------------|---------------|---|---------------------|
| I Urban Cohesion | 30.75 | Settled extended families; City suburbs; Multicultural; Own 3 bedroom homes; Sense of community; Younger generation love technology | Post |
| L Transient Renters | 18.96 | Private renters; Low length of residence; Low cost housing; Singles and sharers; Older terraces; Few landline telephones | Mobile Face to face |
| N Vintage Value | 14.05 | Elderly; Living alone; Low income; Small houses and flats; Need support; Low technology use | Landline Post |

| | | | | |
|---------------------|---------------|-------------|-------------------------------|-------------------------------|
| Ethnicity: | White – 58.4% | BME – 41.6% | 39.7% Asian (36.9% Pakistani) | Population: 39,288 |
| Deprivation: | Avg 41.4 | Min 9.1 | Max 74.1 | Large variance within the SPA |

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 75.6 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 79.2 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 1,203 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 14,058 | 11,035 | - |
| Obese reception age children | Percentage | 12.4 | 9.4 | 9.4 |
| Obese year six children | Percentage | 22.2 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 8.2 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 11.5 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 3.0 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 33.8 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 58.5 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 60.5 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 1.0 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 6.9 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 21.9 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 48.3 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 6 | - | - |

To live in a decent home in a good environment

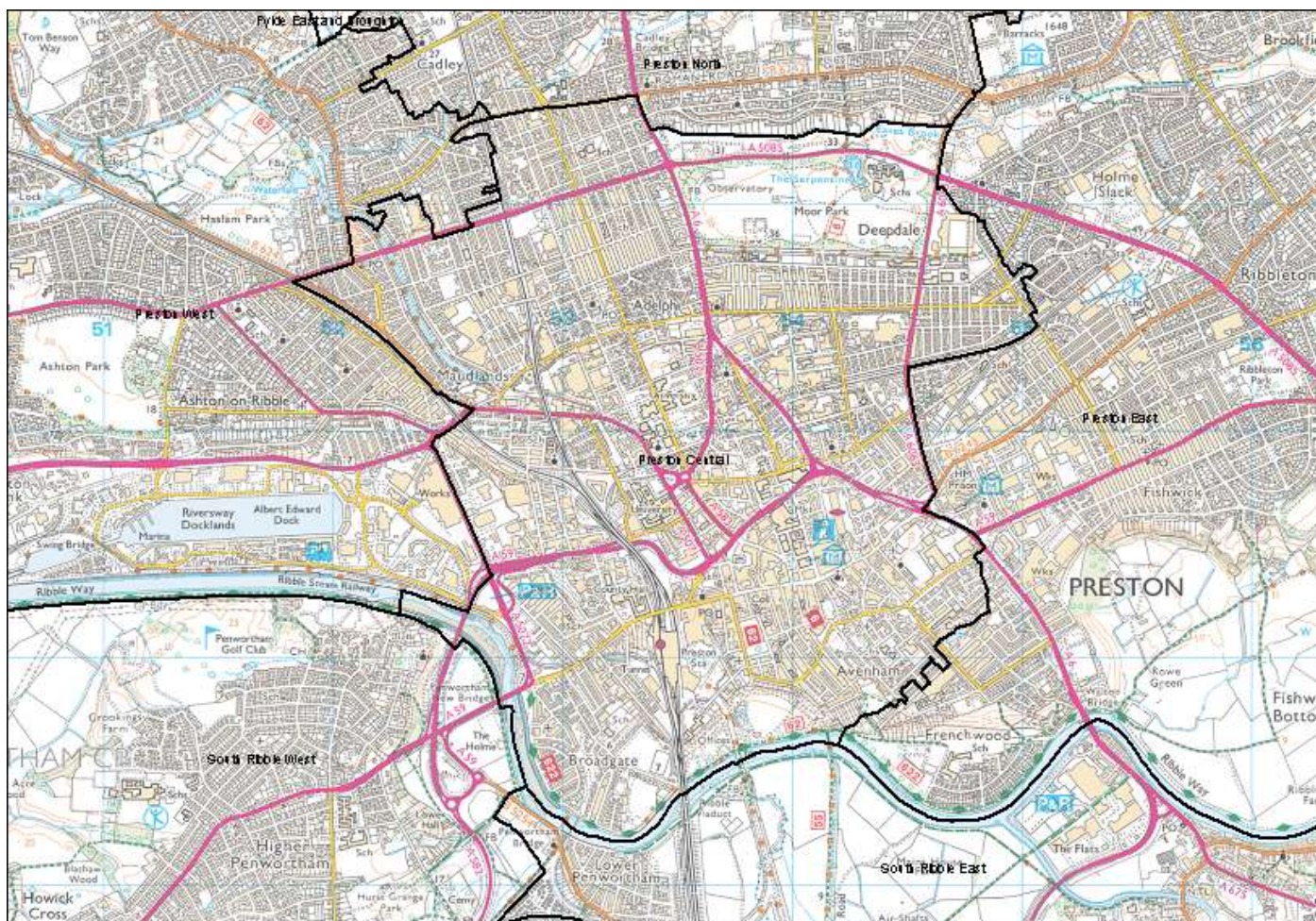
| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 81.7 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 6.2 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 20.0 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 8.1 | 13.8 | - |
| Median house price | Median price (£) | £62,850 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 5.5 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 60 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

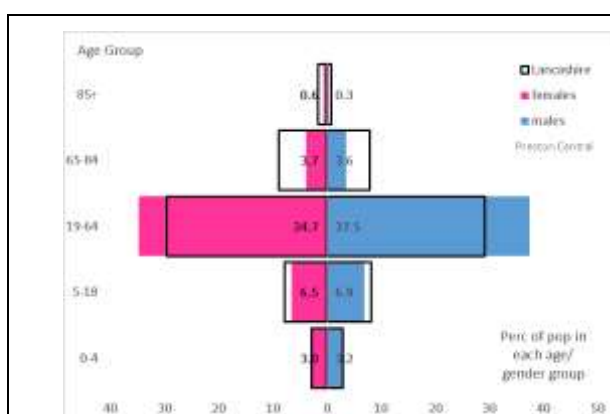
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 70.9 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 42.9 | 59.1 | - |
| Percentage with no qualifications | Percentage | 33.1 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 22.3 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 33.4 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £20,230 | £26,646 | £28,465 |
| Claimant count | Percentage | 19.9 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 5.7 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for Preston Central (5)

Preston Central has a predominance of young, transient renters as it has a high population of students and single people sharing accommodation. Multicultural extended families also feature in this SPA. Most of the health, housing and employment indicators are poor. However there are fewer reception age children who are obese compared with other areas.



Socio-demographic profile



| Mosaic group | % House holds | Key features | Channel |
|---------------------|---------------|---|---------------------|
| J Rental Hubs | 35.38 | Aged 18-35; Private renting; Singles and sharers; Urban locations; Young neighbourhoods; High use of smartphones | Mobile Online |
| L Transient Renters | 27.71 | Private renters; Low length of residence; Low cost housing; Singles and sharers; Older terraces; Few landline telephones | Mobile Face to face |
| I Urban Cohesion | 13.84 | Settled extended families; City suburbs; Multicultural; Own 3 bedroom homes; Sense of community; Younger generation love technology | Post |

| | | | | |
|---------------------|---------------|-------------|--|---------------------------|
| Ethnicity: | White – 69.1% | BME – 30.9% | 5.8% White Other; 16.8% Indian; 3.6% Pakistani | Population: 36,412 |
| Deprivation: | Avg 33.5 | Min 20.1 | Max 60.1 | |

Baseline area needs assessment for Preston Central (5)

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|
| Worst fifth | 2 nd worst fifth | Middle fifth | 2 nd best fifth | Best fifth | Unrated |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 74.7 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 79.3 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 1,252 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 12,385 | 11,035 | - |
| Obese reception age children | Percentage | 8.4 | 9.4 | 9.4 |
| Obese year six children | Percentage | 18.8 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 6.0 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 8.1 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 1.8 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 45.1 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 59.1 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 61.2 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.9 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.6 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 22.5 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 41.1 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 7 | - | - |

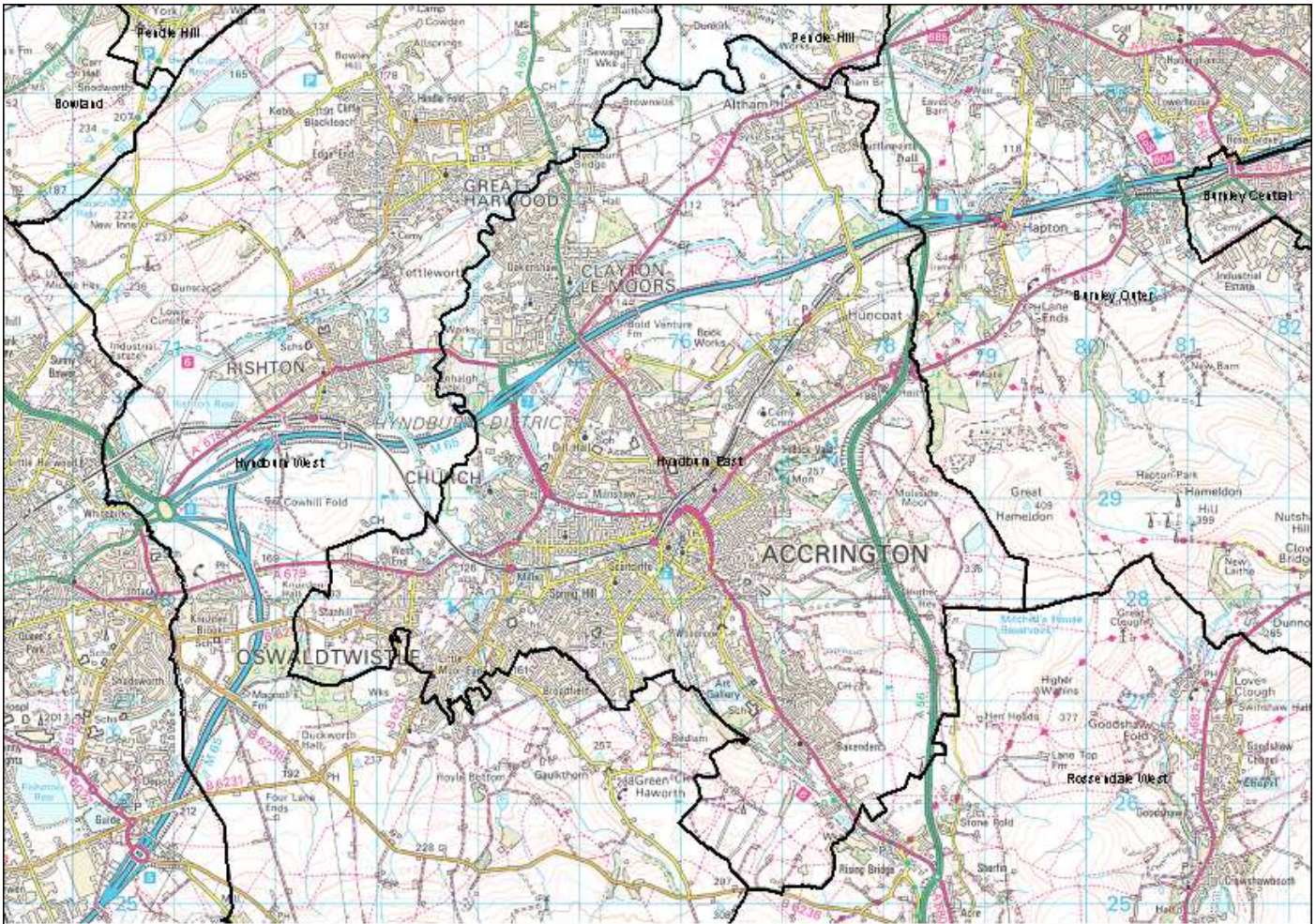
To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 92.9 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 6.7 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 18.5 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 12.2 | 13.8 | - |
| Median house price | Median price (£) | £85,250 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.8 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 160 | 2710 | 136610 |

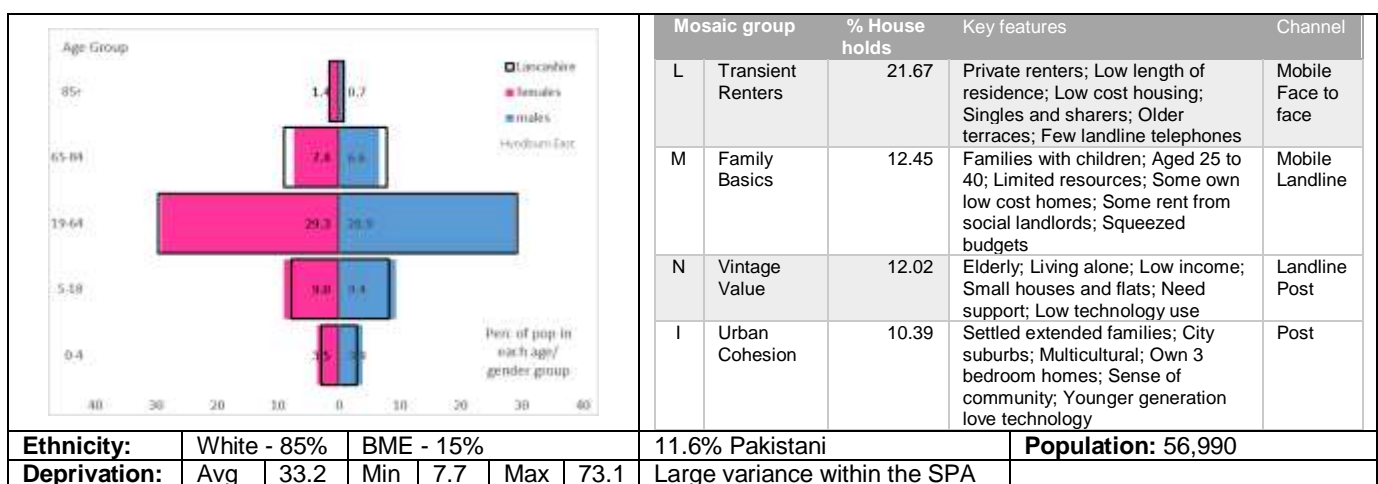
To have employment that provides an income that allows full participation in society

| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 76.6 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 50.0 | 59.1 | - |
| Percentage with no qualifications | Percentage | 20.1 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 15.9 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 32.4 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £20,764 | £26,646 | £28,465 |
| Claimant count | Percentage | 17.6 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 8.4 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Hyndburn East has a mixed profile with renters, families with children and needy elderly, with some multicultural extended families. There is a wide variance of deprivation in this SPA.



Socio-demographic profile



Baseline area needs assessment for Hyndburn East (6)

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|
| Worst fifth | 2 nd worst fifth | Middle fifth | 2 nd best fifth | Best fifth | Unrated |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 74.6 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 79.7 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 1,251 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 12,739 | 11,035 | - |
| Obese reception age children | Percentage | 10.1 | 9.4 | 9.4 |
| Obese year six children | Percentage | 19.1 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 7.9 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 11.6 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 3.1 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 34.1 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 57.4 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 59.4 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 1.0 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 6.9 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 22.1 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 41.6 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 9 | - | - |

To live in a decent home in a good environment

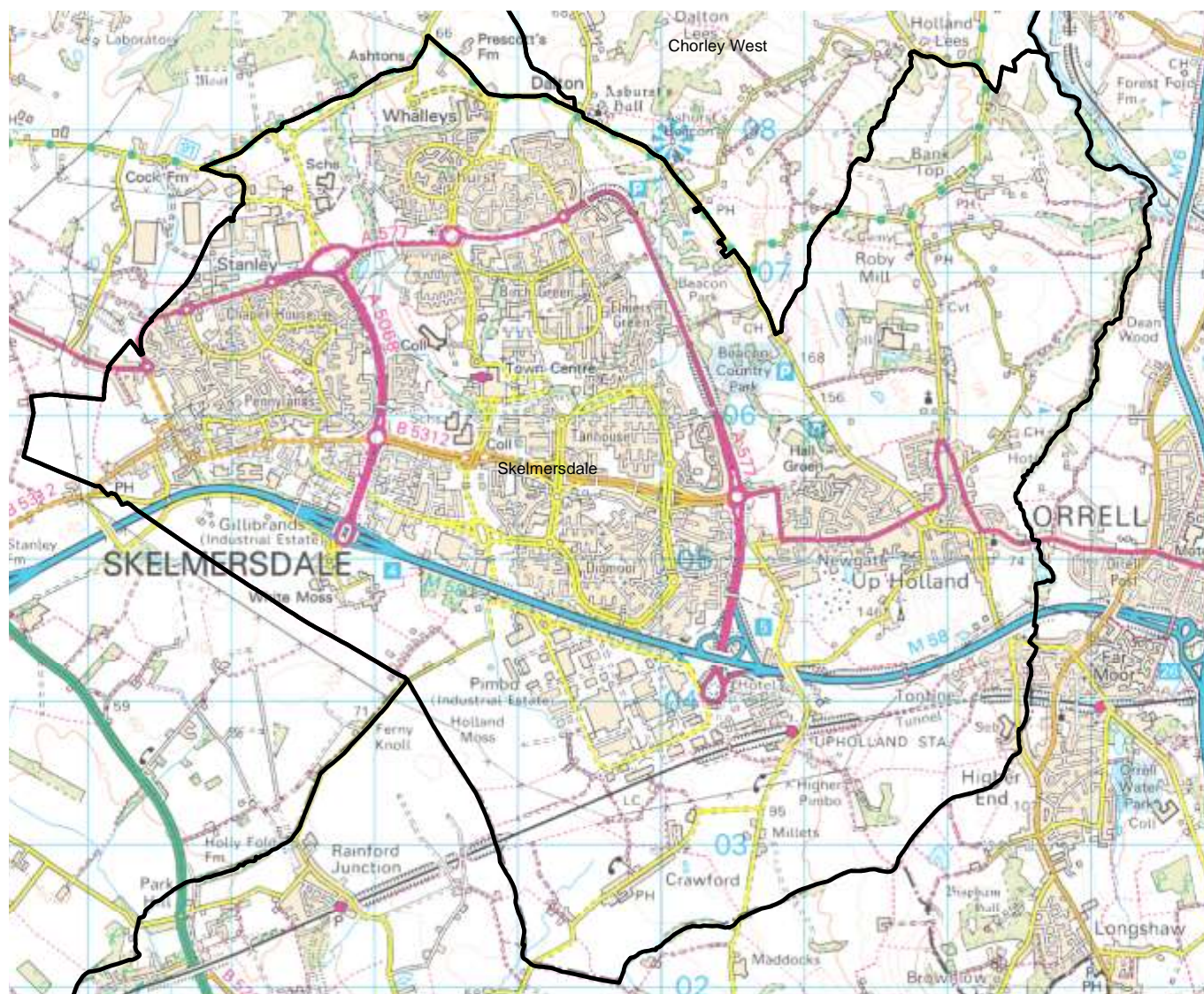
| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 78.0 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 5.4 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 14.8 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 6.5 | 13.8 | - |
| Median house price | Median price (£) | £88,792 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 6.0 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 200 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

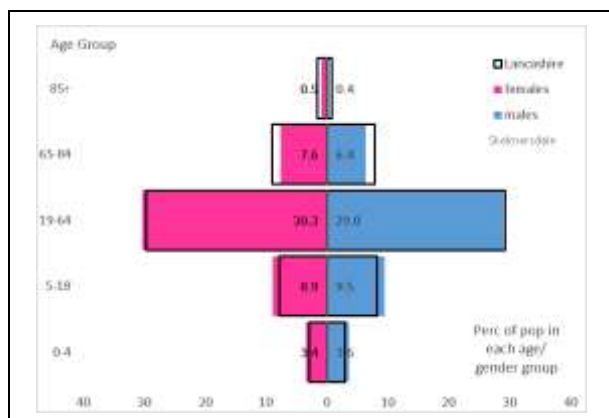
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 73.9 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 49.2 | 59.1 | - |
| Percentage with no qualifications | Percentage | 29.2 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 20.5 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 26.1 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £22,897 | £26,646 | £28,465 |
| Claimant count | Percentage | 17.9 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 6.2 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for **Skelmersdale** (7)

Skelmersdale has a relatively young population, primarily families with children (with limited resources), challenged neighbourhoods with lower income and social renters. There is a large variance in deprivation in this area. There are poor health outcomes, although this SPA has less fuel poverty possibly due to newer housing stock having central heating. There is poor access to housing and services.



Socio-demographic profile



| Mosaic group | | % House holds | Key features | Channel |
|--------------|---------------------|---------------|--|-----------------|
| M | Family Basics | 29.17 | Families with children; Aged 25 to 40; Limited resources; Some own low cost homes; Some rent from social landlords; Squeezed budgets | Mobile Landline |
| O | Municipal Challenge | 16.38 | Social renters; Low cost housing; Challenged neighbourhoods; Few employment options; Low income; Mobile phones | Post |

| | | | | | | | |
|---------------------|---------------|------|------------|-----|-----|------|-------------------------------|
| Ethnicity: | White – 98.2% | | BME – 1.8% | | | | Population: 41,911 |
| Deprivation: | Avg | 33.1 | Min | 7.8 | Max | 68.9 | Large variance within the SPA |

Baseline area needs assessment for Skelmersdale (7)

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|
| Worst fifth | 2 nd worst fifth | Middle fifth | 2 nd best fifth | Best fifth | Unrated |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 75.7 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 80.0 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 1,223 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 13,453 | 11,035 | - |
| Obese reception age children | Percentage | 11.7 | 9.4 | 9.4 |
| Obese year six children | Percentage | 23.7 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 7.6 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 11.2 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 3.3 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 31.9 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 60.3 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 62.4 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.7 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 7.5 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 22.4 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 42.6 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 10 | - | - |

To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 80.5 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 1.2 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 8.6 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 18.2 | 13.8 | - |
| Median house price | Median price (£) | £99,575 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.2 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 370 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

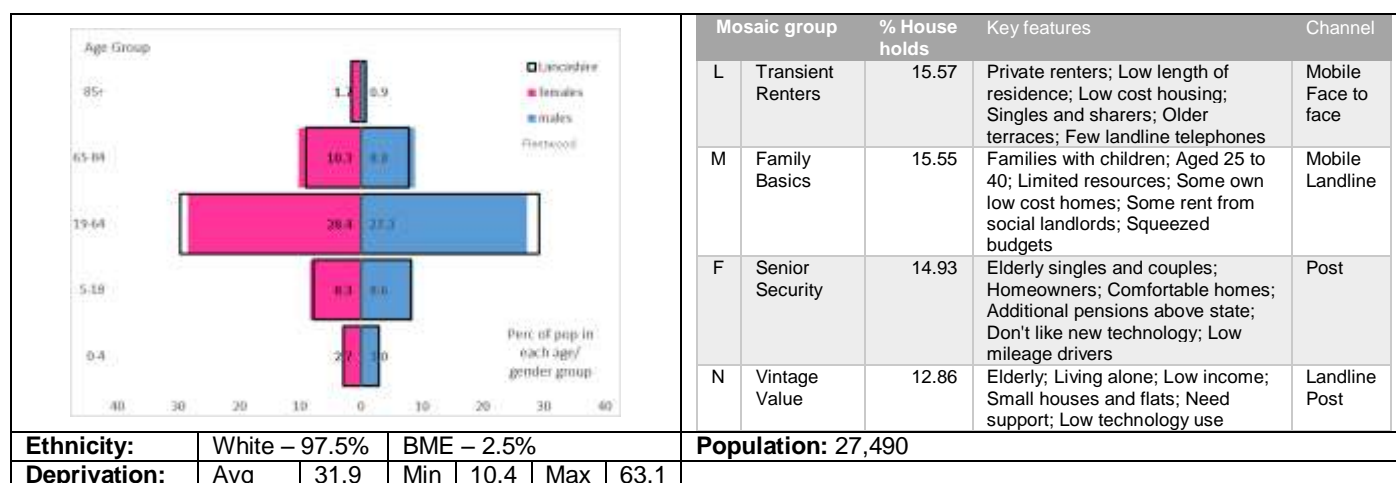
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 78.7 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 53.0 | 59.1 | - |
| Percentage with no qualifications | Percentage | 29.4 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 21.6 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 27.7 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £22,561 | £26,646 | £28,465 |
| Claimant count | Percentage | 19.3 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 5.8 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for **Fleetwood** (8)

Fleetwood has a population that is broadly similar to Lancashire, with a slightly higher proportion of older people. There is a mix of needy and more independent older people in the area. There are also private renters and families with children on limited resources. There are still health outcome issues, with the SPA having the highest proportion of people with multiple health compromising behaviours. Overall the employment outcomes for this area are worse than would be expected, with a high percentage with no qualifications.



Socio-demographic profile



Baseline area needs assessment for Fleetwood (8)

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|
| Worst fifth | 2 nd worst fifth | Middle fifth | 2 nd best fifth | Best fifth | Unrated |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 74.8 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 79.7 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 1,183 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 11,634 | 11,035 | - |
| Obese reception age children | Percentage | 9.9 | 9.4 | 9.4 |
| Obese year six children | Percentage | 21.0 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 8.7 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 13.6 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 3.9 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 31.7 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 60.1 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 63.6 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.9 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.3 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 22.3 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 53.0 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 11 | - | - |

To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 71.0 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 4.4 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 13.1 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 10.1 | 13.8 | - |
| Median house price | Median price (£) | £114,999 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.2 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 190 | 2710 | 136610 |

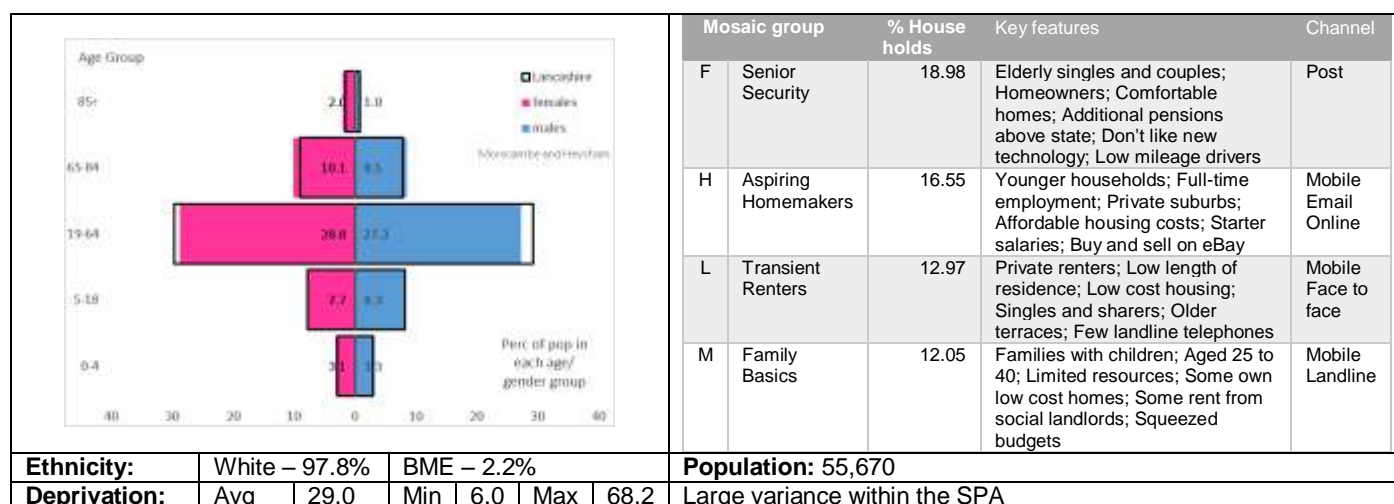
To have employment that provides an income that allows full participation in society

| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 76.2 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 52.7 | 59.1 | - |
| Percentage with no qualifications | Percentage | 32.3 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 22.5 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 28.1 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £21,350 | £26,646 | £28,465 |
| Claimant count | Percentage | 20.1 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 7.3 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Morecambe and Heysham has a mix of people including private renters, older people, and families with young children with potentially low levels of community cohesion. There is a large variance of deprivation in the area. There is an issue with reception age obese children in this SPA, and a high proportion of people with multiple health compromising behaviours. This area has above expected levels of community safety needs, particularly around domestic abuse. Working age benefits and claimant counts are relatively high. NEET is also high for this SPA.



Socio-demographic profile



Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 75.2 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 80.5 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 1,113 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 12,494 | 11,035 | - |
| Obese reception age children | Percentage | 11.7 | 9.4 | 9.4 |
| Obese year six children | Percentage | 17.4 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 7.4 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 11.7 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 3.2 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 33.3 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 59.6 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 63.2 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.9 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.4 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 22.7 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 43.7 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 2 | - | - |

To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 68.7 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 5.0 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 11.1 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 10.7 | 13.8 | - |
| Median house price | Median price (£) | £119,568 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.7 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 130 | 2710 | 136610 |

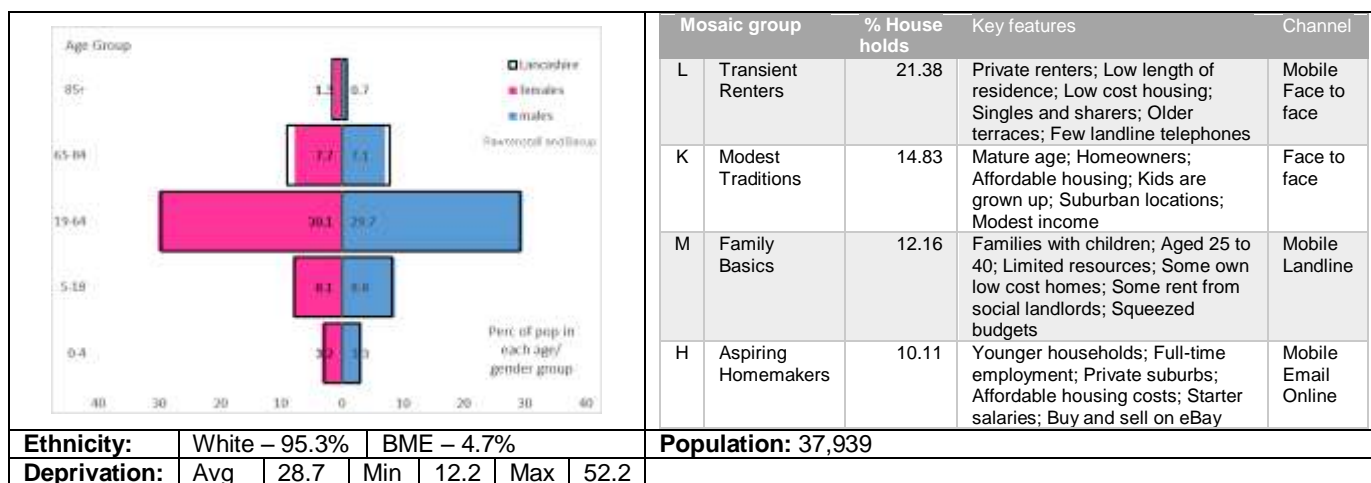
To have employment that provides an income that allows full participation in society

| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 78.3 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 54.5 | 59.1 | - |
| Percentage with no qualifications | Percentage | 26.6 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 20.0 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 23.1 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £22,881 | £26,646 | £28,465 |
| Claimant count | Percentage | 23.0 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 6.9 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Rawtenstall and Bacup is predominantly transient renters, it also has mature home owners with modest incomes and a mix of families with children and younger households. The health outcomes are in line with expectations for this area, although emergency admissions and all-age all-cause mortality are slightly lower than expected. Educational attainment for this SPA at key stage 4 is lower than would be expected, and the number of people on working age benefits is also higher than expected.



Socio-demographic profile



Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 76.9 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 81.4 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 965 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 10,058 | 11,035 | - |
| Obese reception age children | Percentage | 9.7 | 9.4 | 9.4 |
| Obese year six children | Percentage | 18.4 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 7.0 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 10.8 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.9 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 33.5 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 58.4 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 61.3 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 1.0 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 6.9 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 22.8 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 41.8 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 12 | - | - |

To live in a decent home in a good environment

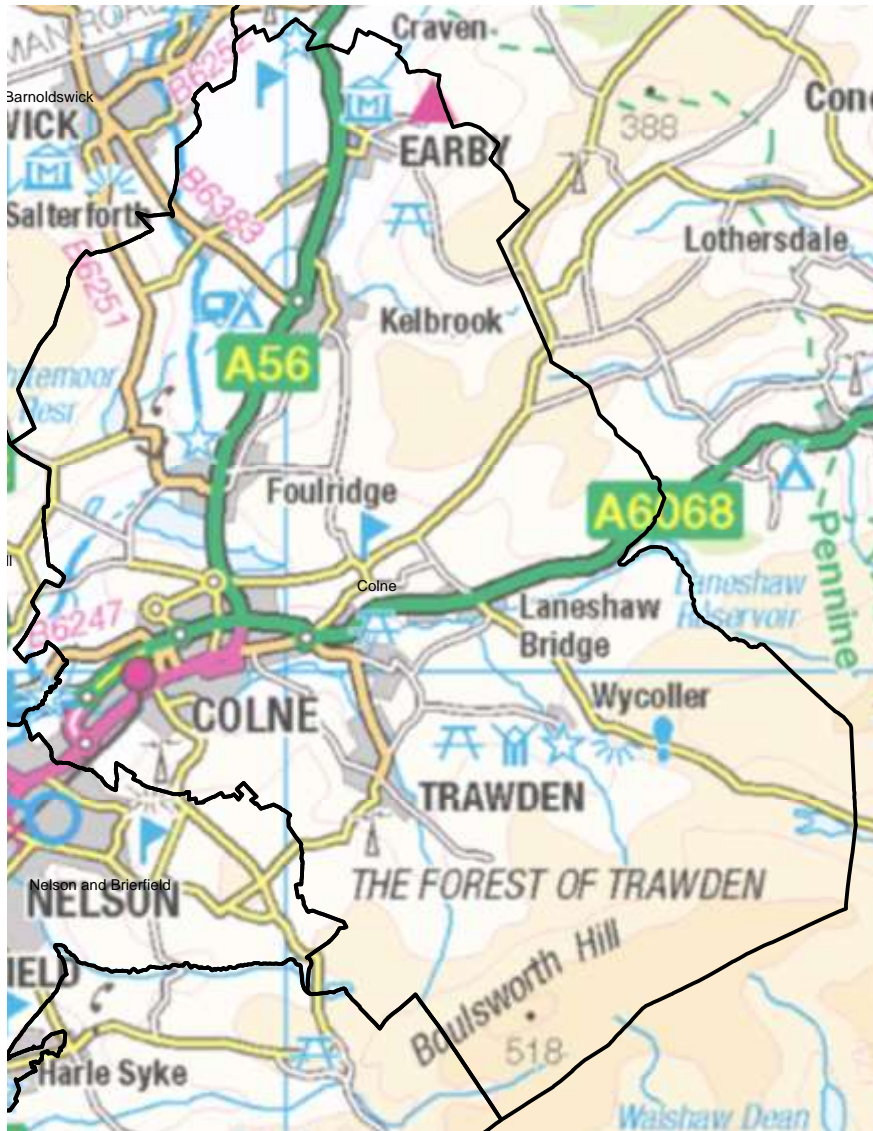
| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 75.1 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 3.0 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 11.0 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 14.4 | 13.8 | - |
| Median house price | Median price (£) | £107,250 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 4.6 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 240 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

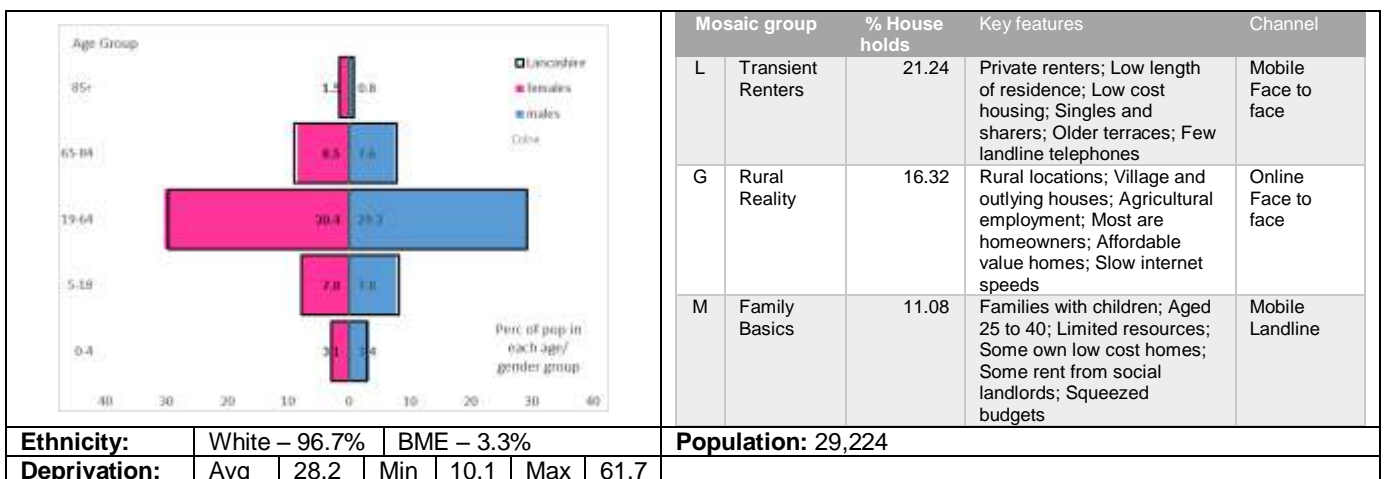
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 78.6 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 47.7 | 59.1 | - |
| Percentage with no qualifications | Percentage | 26.5 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 18.7 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 21.5 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £24,654 | £26,646 | £28,465 |
| Claimant count | Percentage | 16.7 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 6.0 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Area needs assessment for Colne (11)

Colne has a population that is broadly in line with Lancashire, and it is predominately transient renters. Home owners working in agricultural also feature in this SPA. There are generally better health outcomes than expected for the level of deprivation in the area. The levels of wellbeing in the area are higher than would be expected. The housing stock is predominantly older with fewer houses having central heating. There are lower than expected claimant counts.



Socio-demographic profile



Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 78.3 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 82.0 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 987 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 10,290 | 11,035 | - |
| Obese reception age children | Percentage | 9.7 | 9.4 | 9.4 |
| Obese year six children | Percentage | 15.2 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 6.5 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 10.0 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.5 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 33.6 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 58.5 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 60.5 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 1.0 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 6.9 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 23.1 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 28.7 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 18 | - | - |

To live in a decent home in a good environment

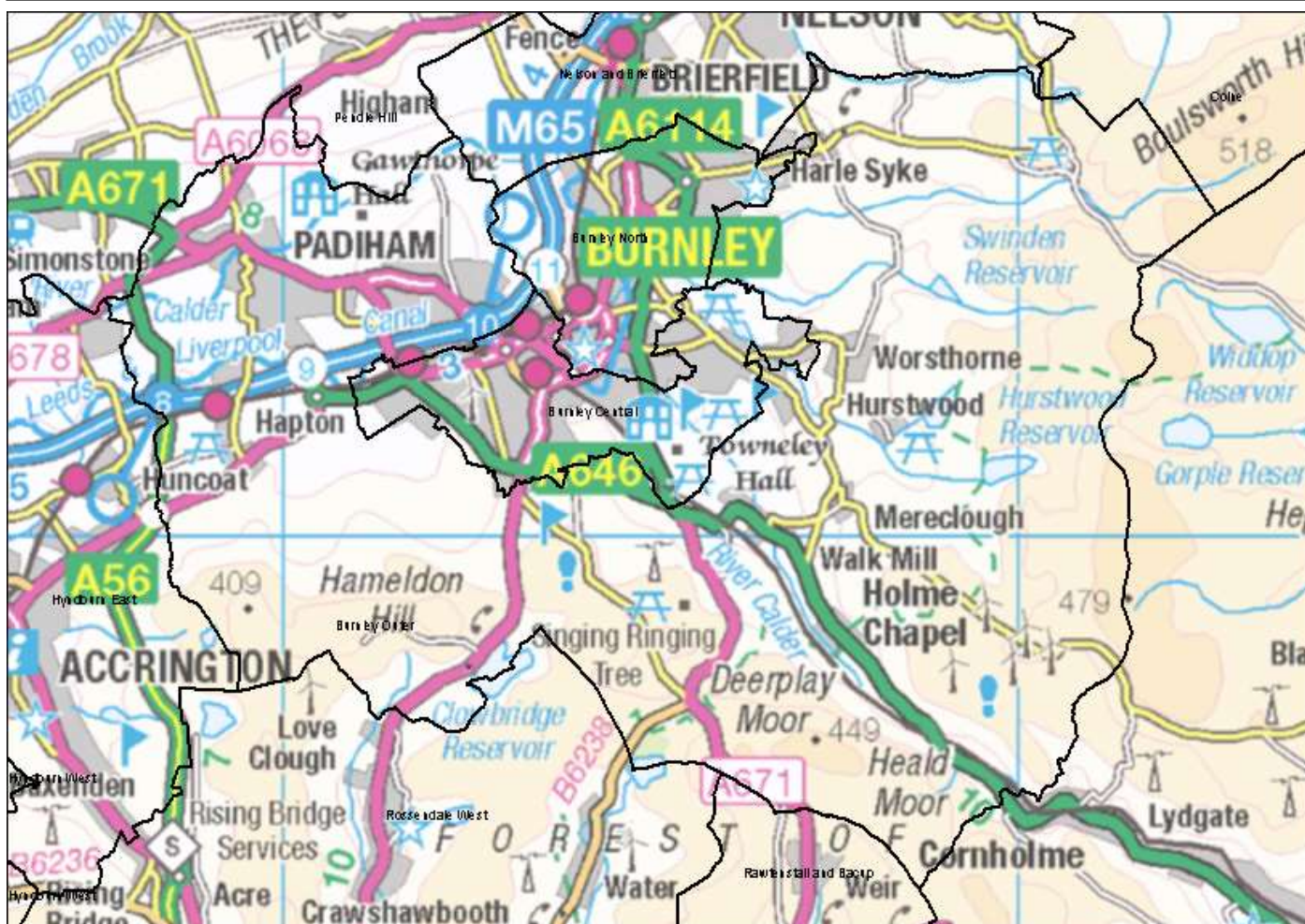
| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 74.5 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 5.8 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 13.8 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 11.9 | 13.8 | - |
| Median house price | Median price (£) | £101,925 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 5.5 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 60 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

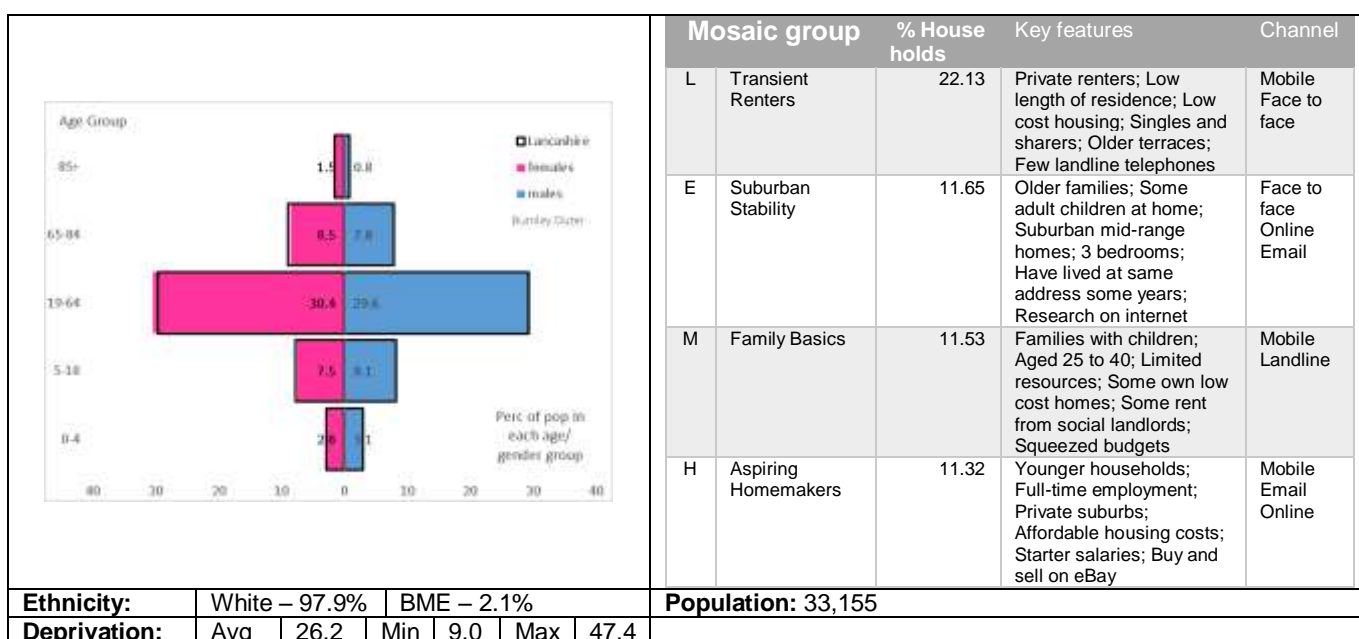
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 79.5 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 50.2 | 59.1 | - |
| Percentage with no qualifications | Percentage | 26.5 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 15.0 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 20.1 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £25,945 | £26,646 | £28,465 |
| Claimant count | Percentage | 9.4 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 4.5 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for **Burnley Outer** (12)

Burnley outer has an age breakdown broadly in line with Lancashire with private renters predominating. There are a high number of families in this area. Health outcomes are in line with expectations. Employment outcomes are in line with expectations but NEET is higher than expected. Community safety issues are less than might be expected from the deprivation ranking.



Socio-demographic profile



Baseline area needs assessment for Burnley Outer (12)

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|
| Worst fifth | 2 nd worst fifth | Middle fifth | 2 nd best fifth | Best fifth | Unrated |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 77.9 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 80.9 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 1,046 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 11,620 | 11,035 | - |
| Obese reception age children | Percentage | 9.3 | 9.4 | 9.4 |
| Obese year six children | Percentage | 18.7 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 6.5 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 10.3 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.9 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 32.1 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 57.3 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 59.4 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 1.0 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 6.9 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 22.9 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 38.4 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 21 | - | - |

To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 63.7 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 3.7 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 10.2 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 14.6 | 13.8 | - |
| Median house price | Median price (£) | £113,290 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 6.1 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 160 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

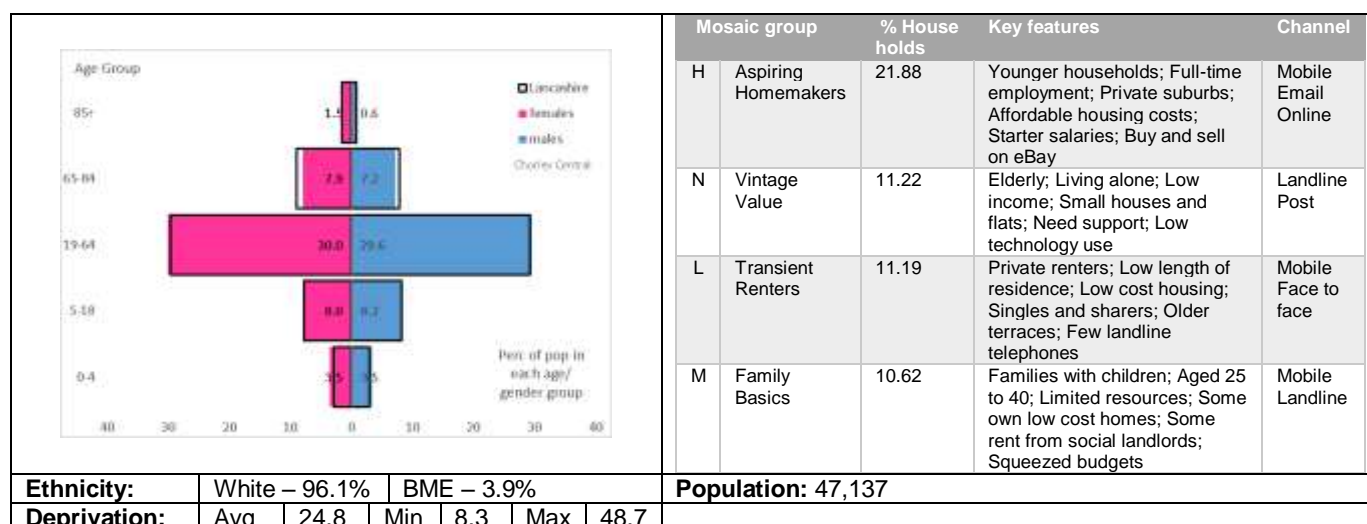
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 77.2 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 56.5 | 59.1 | - |
| Percentage with no qualifications | Percentage | 25.0 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 15.4 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 16.8 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £27,371 | £26,646 | £28,465 |
| Claimant count | Percentage | 11.6 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 6.4 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for **Chorley Central** (13)

Chorley Central (including Buckshaw village) has a slightly younger population than Lancashire, with aspiring younger households, including families with squeezed incomes. There is a mix of older people some of whom will need support. There is an issue with the night-time economy in Chorley, which increases the likelihood of community safety issues. The area has higher wellbeing, and fewer obese reception age children, than expected. Median income is higher than expected and is above the Lancashire average.



Socio-demographic profile



Baseline area needs assessment for **Chorley Central** (13)

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|
| Worst fifth | 2 nd worst fifth | Middle fifth | 2 nd best fifth | Best fifth | Unrated |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 77.0 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 81.0 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 1,043 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 11,383 | 11,035 | - |
| Obese reception age children | Percentage | 7.9 | 9.4 | 9.4 |
| Obese year six children | Percentage | 17.0 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 6.1 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 9.9 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.8 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 32.5 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 60.7 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 63.2 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.8 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.2 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 23.3 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 37.5 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 5 | - | - |

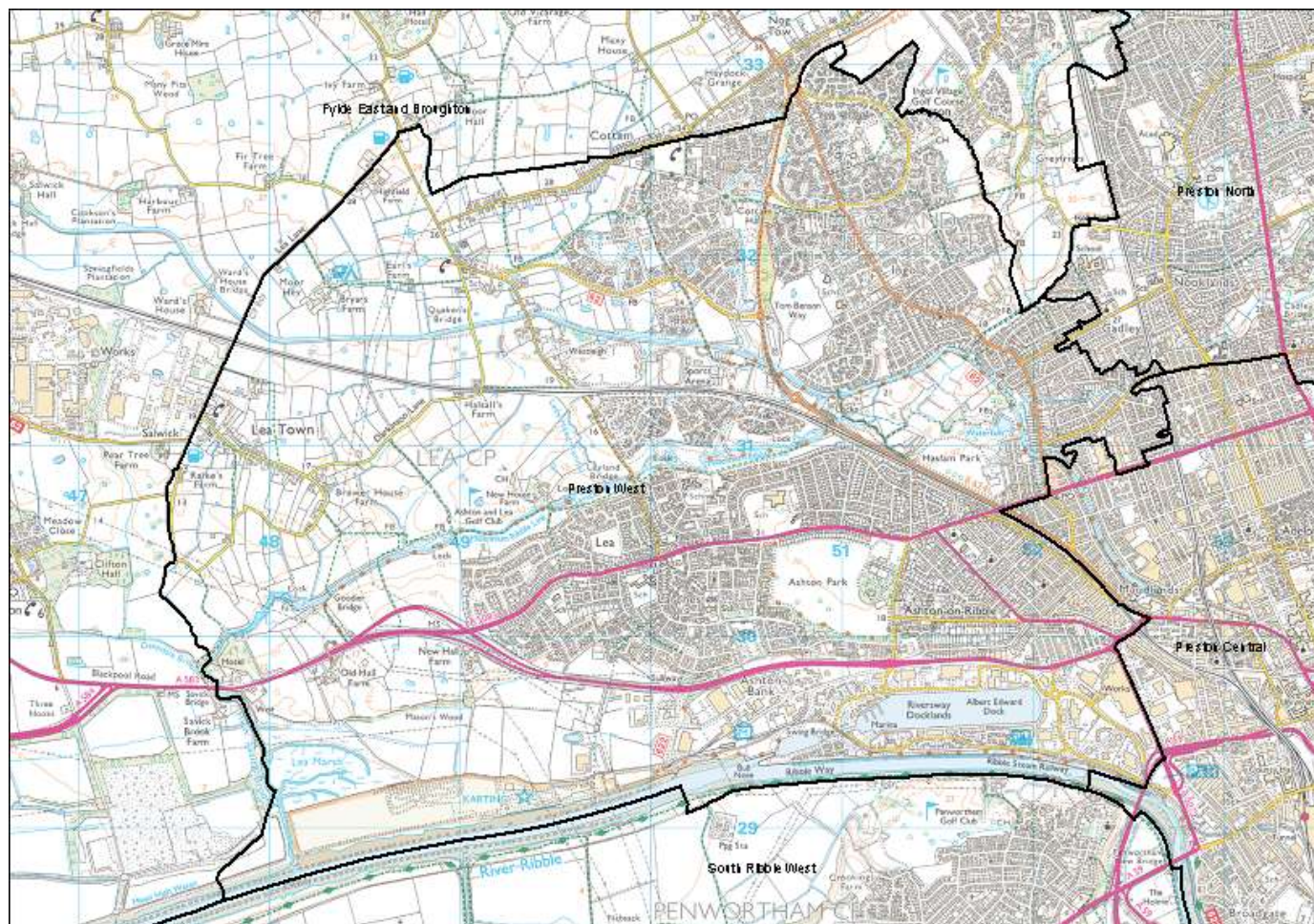
To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 64.4 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 3.5 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 9.3 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 12.3 | 13.8 | - |
| Median house price | Median price (£) | £128,833 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.1 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 580 | 2710 | 136610 |

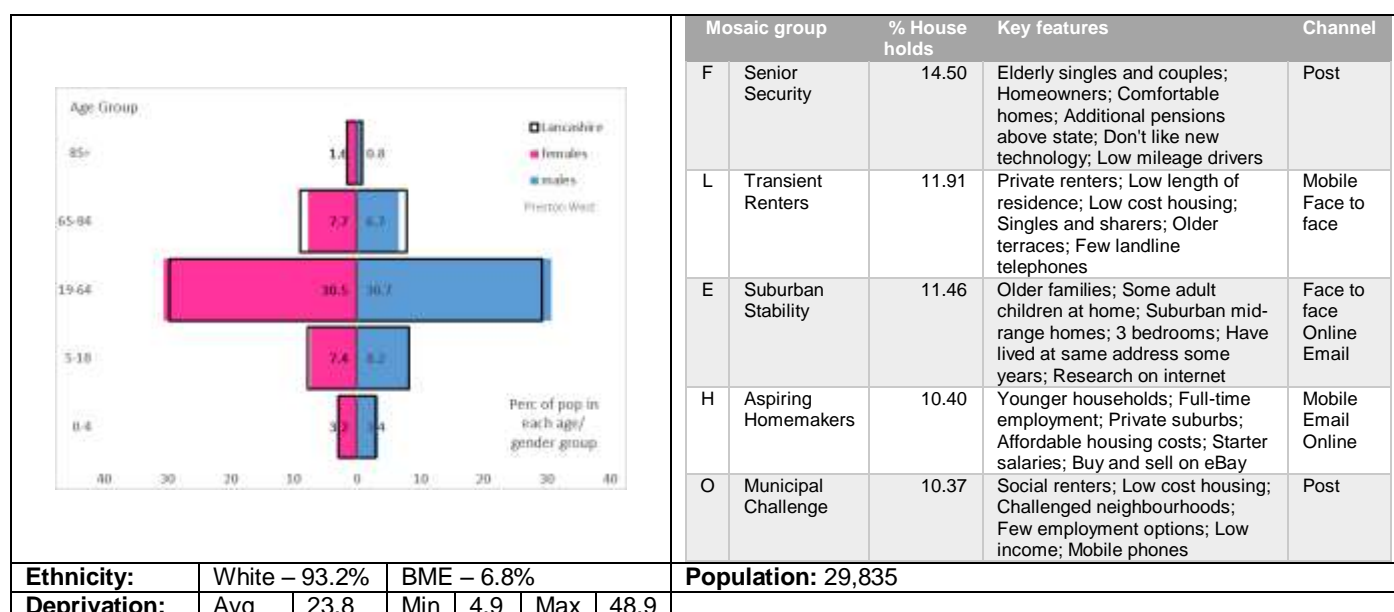
To have employment that provides an income that allows full participation in society

| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 83.3 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 54.7 | 59.1 | - |
| Percentage with no qualifications | Percentage | 24.8 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 15.0 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 18.8 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £26,865 | £26,646 | £28,465 |
| Claimant count | Percentage | 13.4 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 4.9 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Preston West has a higher working-age population and fewer pensioners than the Lancashire average. An area of contrasts with a mix of transient renters and people who have lived in the same address for years, aspiring home makers and older home owners. There are a higher than expect emergency admissions, and lower than expected reception age obesity. There are lower levels of fuel poverty than expected (probably due to income levels rather than housing stock). Employment and education outcomes are as expected.



Socio-demographic profile



Baseline area needs assessment for **Preston West** (14)

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|
| Worst fifth | 2 nd worst fifth | Middle fifth | 2 nd best fifth | Best fifth | Unrated |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 77.5 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 81.0 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 1,147 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 12,991 | 11,035 | - |
| Obese reception age children | Percentage | 7.4 | 9.4 | 9.4 |
| Obese year six children | Percentage | 16.7 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 6.5 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 9.9 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.8 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 33.3 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 59.1 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 61.2 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.9 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.6 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 22.7 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 40.5 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 8 | - | - |

To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 57.0 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 3.8 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 8.8 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 14.4 | 13.8 | - |
| Median house price | Median price (£) | £126,875 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.8 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 160 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

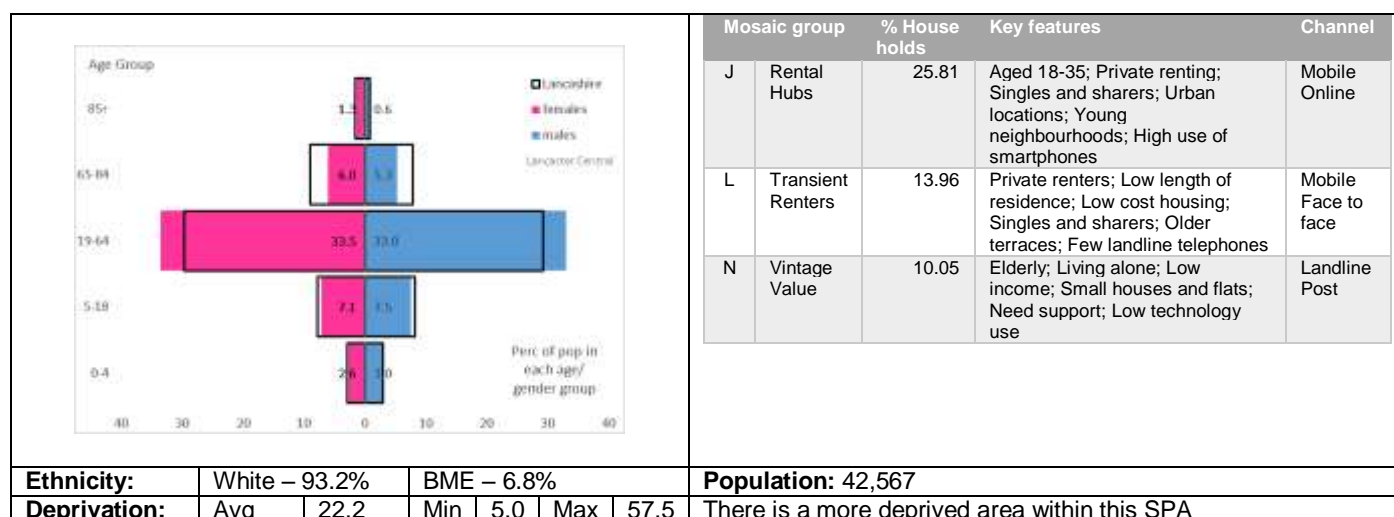
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 82.8 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 60.8 | 59.1 | - |
| Percentage with no qualifications | Percentage | 23.3 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 14.6 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 18.6 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £26,600 | £26,646 | £28,465 |
| Claimant count | Percentage | 9.8 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 6.4 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for Lancaster Central (15)

Lancaster Central comprises a high student population with renters. Although needy older people also feature in this SPA. There is a pocket of deprivation within this area of relative affluence. There are a higher than average number of pensioners living alone, and low levels of self-reported bad or very bad health/multiple health compromising behaviours. Wellbeing is better than expected. Community safety needs are relatively high, reflecting the vibrant night-time economy. Higher than expected fuel poverty and homes with no central heating. The area has better than expected educational attainment, but high NEET.



Socio-demographic profile



Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 76.8 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 81.6 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 1,113 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 11,146 | 11,035 | - |
| Obese reception age children | Percentage | 10.0 | 9.4 | 9.4 |
| Obese year six children | Percentage | 16.3 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 5.3 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 8.0 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.1 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 39.3 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 59.6 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 63.2 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.9 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.4 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 24.2 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 30.3 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 4 | - | - |

To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 75.9 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 5.1 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 13.9 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 14.1 | 13.8 | - |
| Median house price | Median price (£) | £138,017 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.7 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 130 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

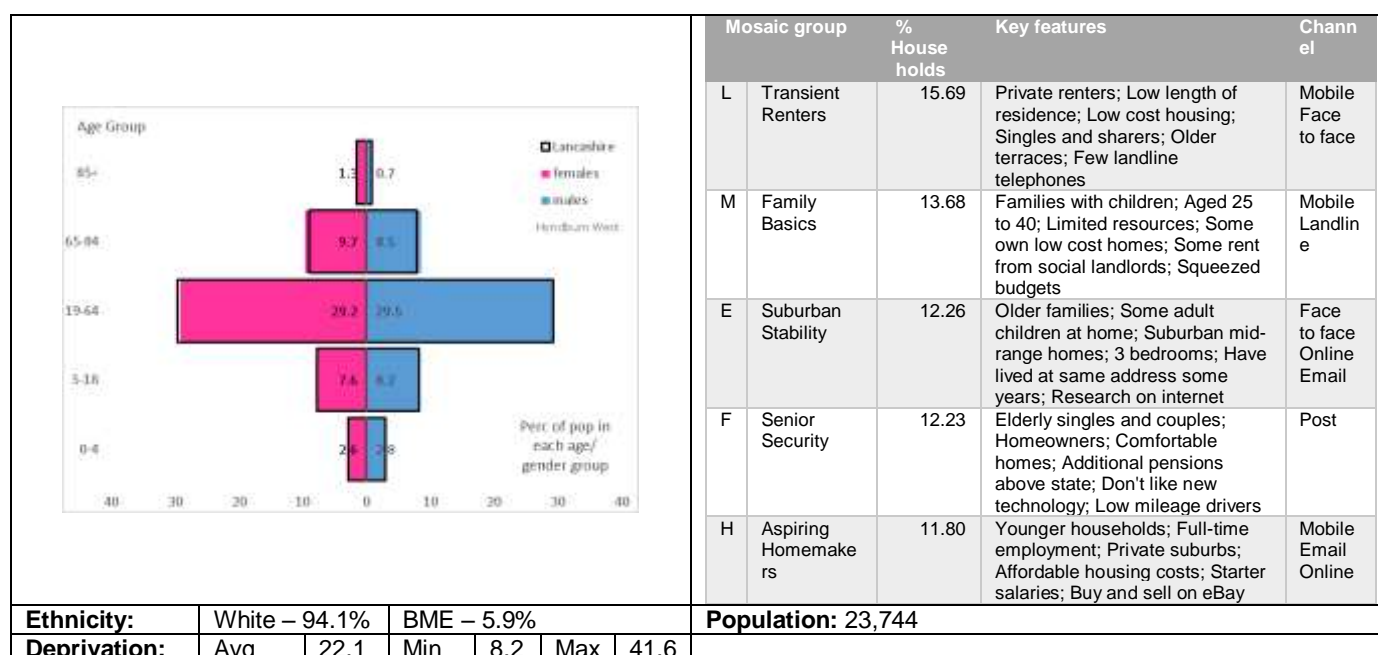
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 80.9 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 66.4 | 59.1 | - |
| Percentage with no qualifications | Percentage | 17.7 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 12.1 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 17.8 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £26,440 | £26,646 | £28,465 |
| Claimant count | Percentage | 12.0 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 6.7 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for Hyndburn West (16)

Hyndburn West has a mixed socio-demographic profile. Some better than expected health indicators, such as wellbeing and relatively low level of community safety needs. Housing indicators are worse than would be expected, probably due to older, poorer housing. Employment indicators are worse than would be expected from the level of deprivation.



Socio-demographic profile



Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 78.3 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 82.6 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 959 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 11,488 | 11,035 | - |
| Obese reception age children | Percentage | 9.6 | 9.4 | 9.4 |
| Obese year six children | Percentage | 17.2 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 6.9 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 10.6 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 3.1 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 31.3 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 57.4 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 59.4 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 1.0 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 6.9 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 23.3 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 32.9 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 22 | - | - |

To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 65.7 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 4.7 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 12.1 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 7.0 | 13.8 | - |
| Median house price | Median price (£) | £99,458 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 6.0 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 200 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

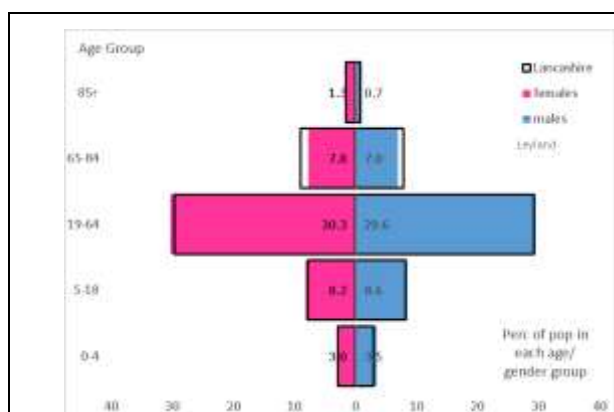
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 76.8 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 53.8 | 59.1 | - |
| Percentage with no qualifications | Percentage | 25.2 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 15.1 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 14.7 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £25,465 | £26,646 | £28,465 |
| Claimant count | Percentage | 11.5 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 5.7 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for **Leyland** (17)

Leyland has a good proportion of households that are self-reliant. It has better health than would be expected for the level of deprivation apart from obese year 6 children. Education achievement is poorer than would be expected from the demographics and level of deprivation.



Socio-demographic profile



| Mosaic group | % House holds | Key features | Channel |
|-----------------------|---------------|--|---------------------------|
| H Aspiring Homemakers | 24.28 | Younger households; Full-time employment; Private suburbs; Affordable housing costs; Starter salaries; Buy and sell on eBay | Mobile Email Online |
| E Suburban Stability | 13.00 | Older families; Some adult children at home; Suburban mid-range homes; 3 bedrooms; Have lived at same address some years; Research on internet | Face to face Online Email |
| K Modest Traditions | 10.49 | Mature age; Homeowners; Affordable housing; Kids are grown up; Suburban locations; Modest income | Face to face |

| | | |
|---------------------|---------------|------------------|
| Ethnicity: | White – 97.6% | BME – 2.4% |
| Deprivation: | Avg 21.2 | Min 4.3 Max 47.3 |

Population: 32,217

Baseline area needs assessment for **Leyland** (17)

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 78.9 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 82.0 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 979 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 10,032 | 11,035 | - |
| Obese reception age children | Percentage | 8.1 | 9.4 | 9.4 |
| Obese year six children | Percentage | 18.5 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 5.5 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 8.7 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.5 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 30.8 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 61.8 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 63.9 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.8 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.2 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 23.9 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 37.3 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 17 | - | - |

To live in a decent home in a good environment

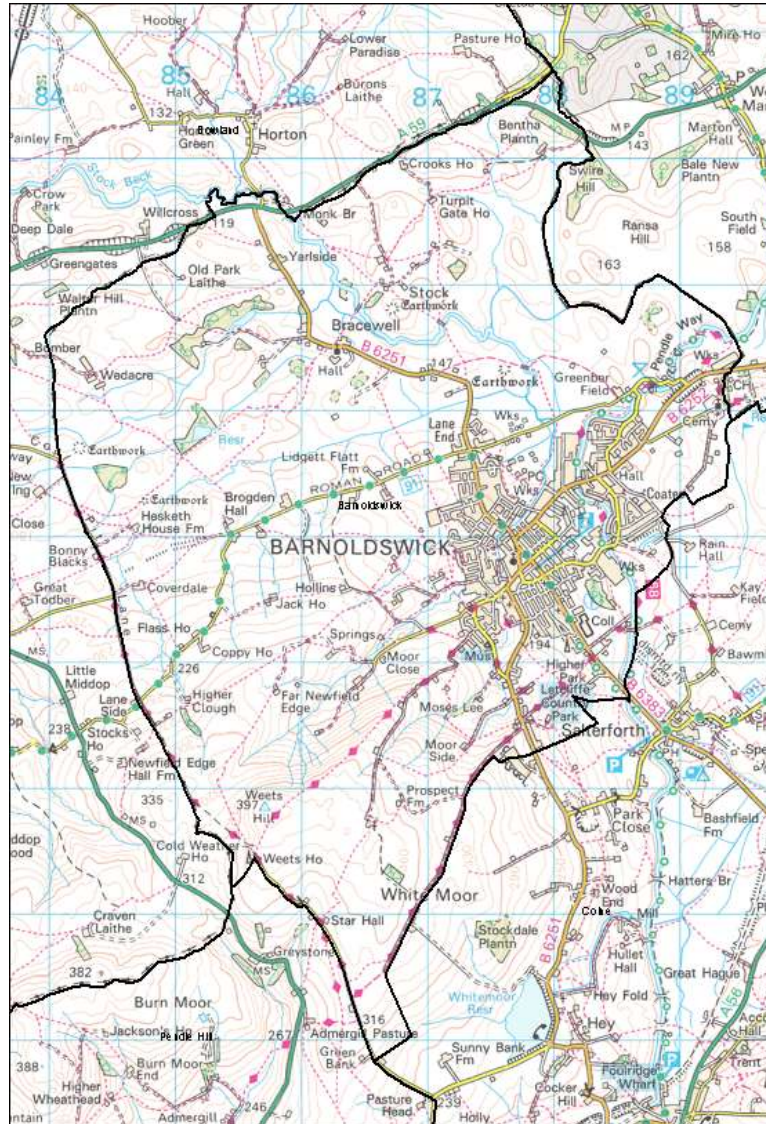
| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 61.7 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 2.9 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 7.8 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 7.7 | 13.8 | - |
| Median house price | Median price (£) | £138,650 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 2.9 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 210 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

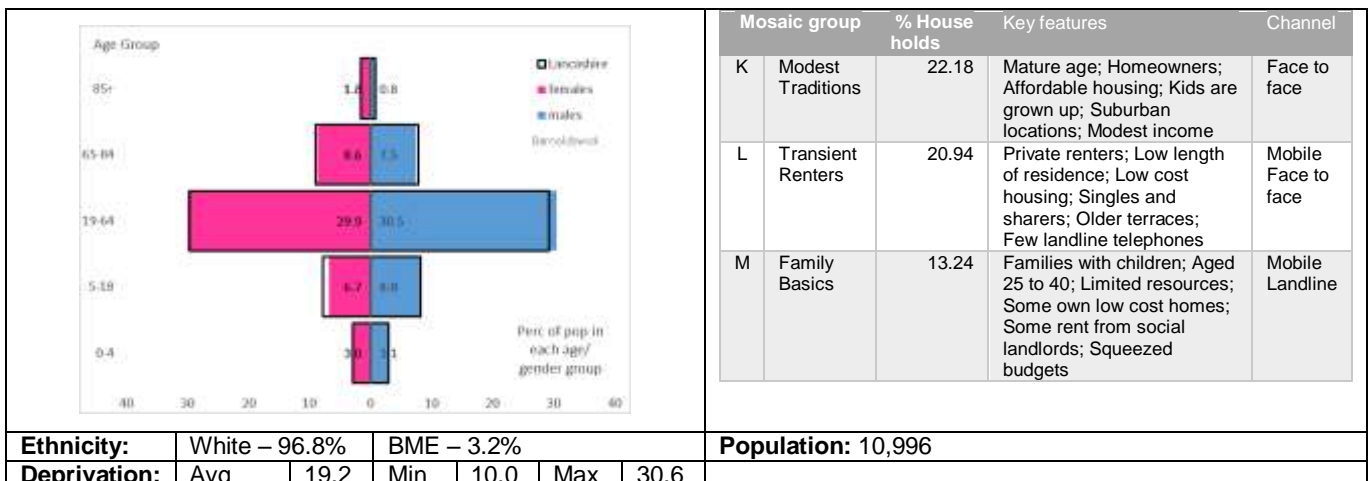
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 76.9 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 47.9 | 59.1 | - |
| Percentage with no qualifications | Percentage | 22.2 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 14.2 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 17.3 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £28,331 | £26,646 | £28,465 |
| Claimant count | Percentage | 9.6 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 5.0 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for **Barnoldswick** (18)

Barnoldswick has a mix of homeowners and private renters. The area has generally better health outcomes than would be expect from the level of deprivation. There are higher number of pensioners living alone. Housing outcomes are worse than would expect, in particular there are high levels of fuel poverty. Educational attainment is relative poor and the median household income is lower than expected.



Socio-demographic profile



Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 79.1 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 84.9 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 901 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 10,014 | 11,035 | - |
| Obese reception age children | Percentage | 9.6 | 9.4 | 9.4 |
| Obese year six children | Percentage | 18.1 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 5.7 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 9.1 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.6 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 34.6 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 58.5 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 60.5 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 1.0 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 6.9 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 23.2 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 34.5 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 33 | - | - |

To live in a decent home in a good environment

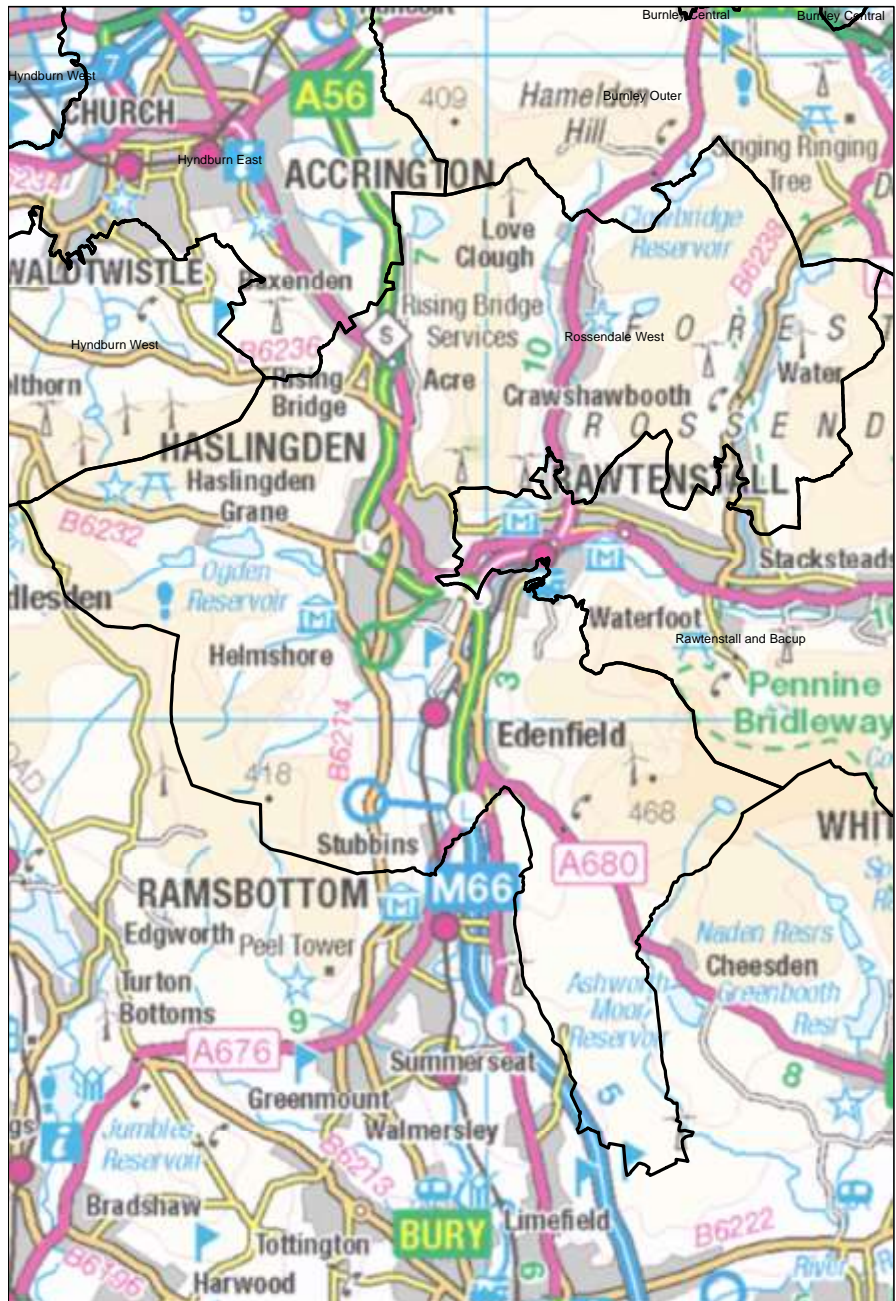
| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 74.8 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 8.3 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 13.7 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 6.2 | 13.8 | - |
| Median house price | Median price (£) | £99,500 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 5.5 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 60 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

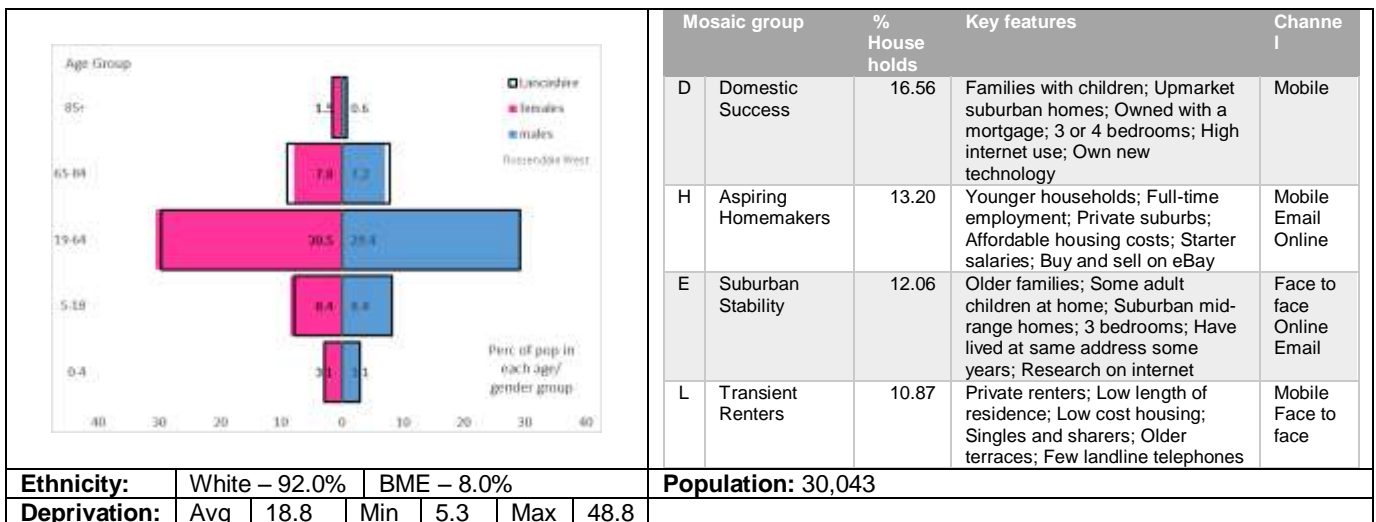
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 76.9 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 48.0 | 59.1 | - |
| Percentage with no qualifications | Percentage | 26.1 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 11.0 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 11.3 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £25,662 | £26,646 | £28,465 |
| Claimant count | Percentage | 6.7 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 4.9 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for **Rossendale West** (19)

Rossendale West has a younger age profile than the Lancashire norm and is characterised by a high number of families. The percentage of obese reception age children is above expectations. There are low proportions of people reporting 50+ hours unpaid care, which is consistent with the population profile. There is better than expected self-reported wellbeing in this SPA.



Socio-demographic profile



Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 77.2 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 81.1 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 1,180 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 10,396 | 11,035 | - |
| Obese reception age children | Percentage | 10.3 | 9.4 | 9.4 |
| Obese year six children | Percentage | 15.5 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 5.9 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 9.1 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.2 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 30.2 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 58.4 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 61.3 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 1.0 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 6.9 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 23.6 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 33.0 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 27 | - | - |

To live in a decent home in a good environment

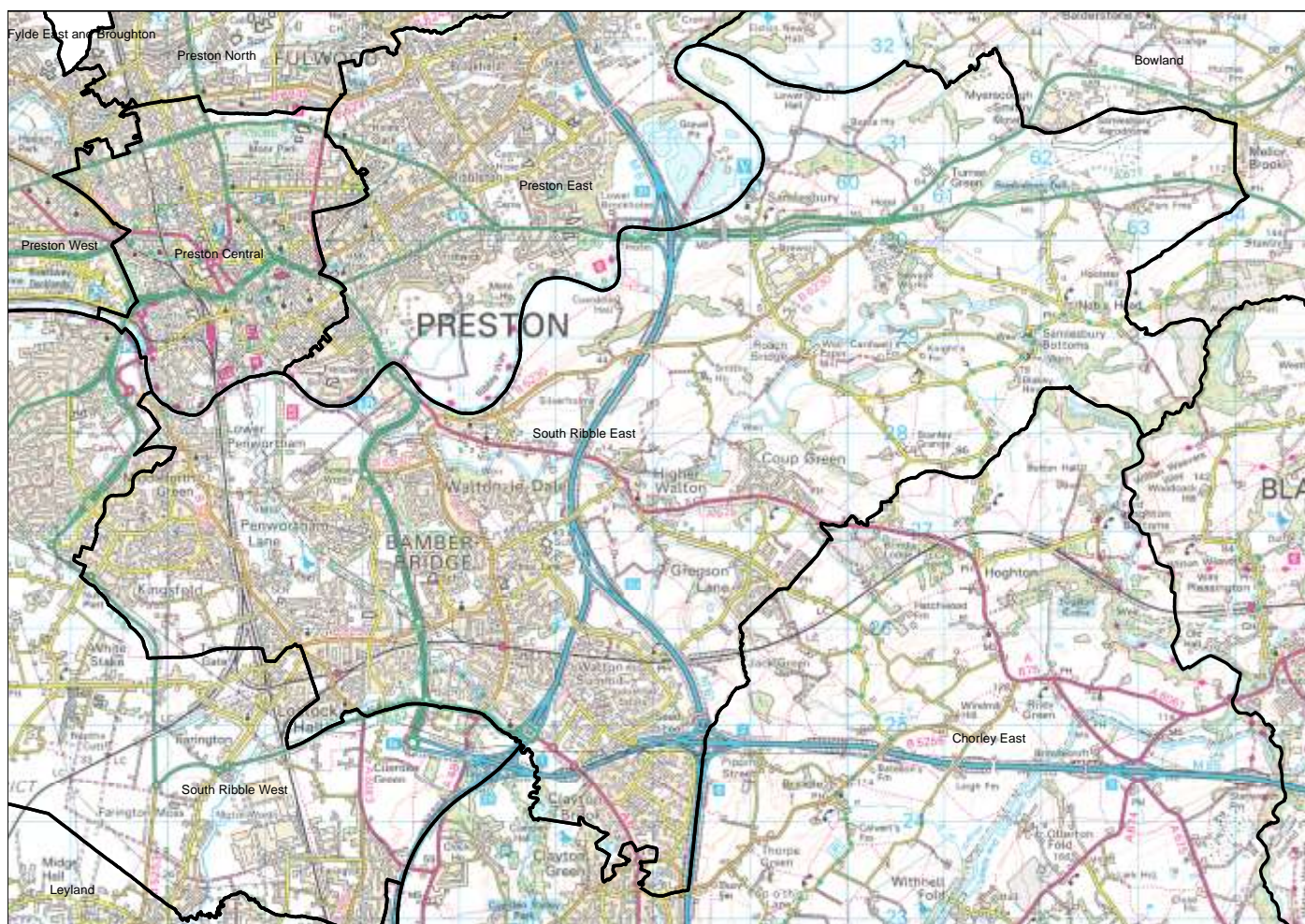
| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 56.6 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 2.5 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 9.5 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 17.2 | 13.8 | - |
| Median house price | Median price (£) | £132,500 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 4.6 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 240 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

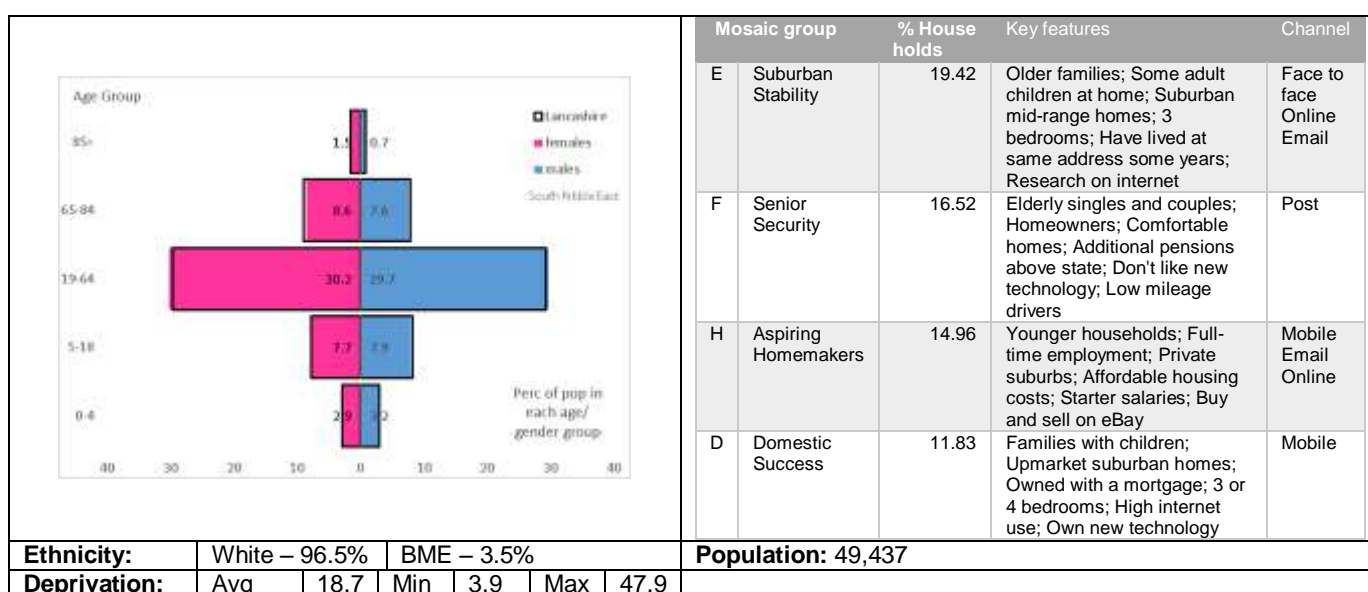
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 84.8 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 63.8 | 59.1 | - |
| Percentage with no qualifications | Percentage | 20.8 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 11.5 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 11.6 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £29,523 | £26,646 | £28,465 |
| Claimant count | Percentage | 9.7 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 2.9 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for **South Ribble East** (20)

South Ribble East has a mixture of independent, self-reliant households. All-age, all-cause mortality, obese year 6 children and community safety needs are higher than expected for this SPA. There is better than expected self-reported wellbeing.



Socio-demographic profile



Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 78.7 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 81.9 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 1,050 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 11,663 | 11,035 | - |
| Obese reception age children | Percentage | 9.3 | 9.4 | 9.4 |
| Obese year six children | Percentage | 18.5 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 5.9 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 9.5 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.7 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 30.4 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 60.7 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 63.2 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.9 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.6 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 23.7 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 32.1 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 15 | - | - |

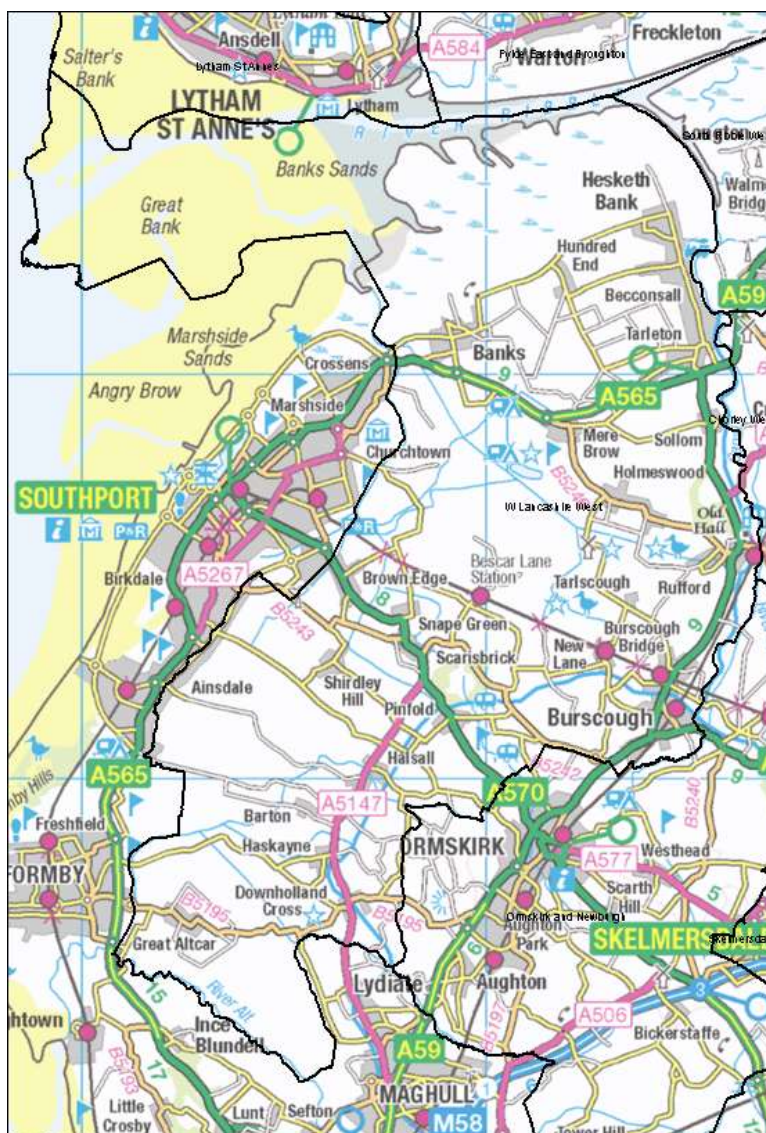
To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 57.2 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 3.8 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 8.0 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 12.3 | 13.8 | - |
| Median house price | Median price (£) | £131,125 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.1 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 580 | 2710 | 136610 |

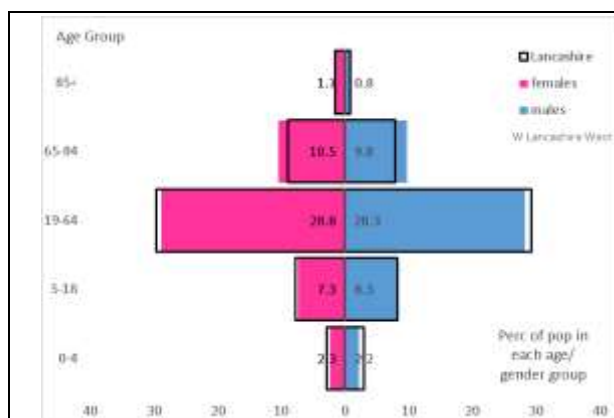
To have employment that provides an income that allows full participation in society

| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 81.3 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 61.1 | 59.1 | - |
| Percentage with no qualifications | Percentage | 21.7 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 12.6 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 14.9 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £28,030 | £26,646 | £28,465 |
| Claimant count | Percentage | 8.6 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 3.8 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

West Lancashire West is primarily a rural area with an older population. There is only a small variance in deprivation levels across the area. There are high levels of obesity in children, levels of unpaid care, and higher proportion of multiple health compromising behaviours than would be expected from the level of deprivation. There are substantial barriers to housing and services, which is consistent with the rural nature of the area.



Socio-demographic profile



| Mosaic group | | % House holds | Key features | Channel |
|--------------|--------------------|---------------|--|---------------------------------|
| G | Rural Reality | 30.79 | Rural locations; Village and outlying houses; Agricultural employment; Most are homeowners; Affordable value homes; Slow internet speeds | Online Face to face |
| A | Country Living | 16.08 | Rural locations; Well-off homeowners; Attractive detached homes; Higher self-employment; High car ownership; High use of internet | Online Post |
| D | Domestic Success | 12.06 | Families with children; Upmarket suburban homes; Owned with a mortgage; 3 or 4 bedrooms; High internet use; Own new technology | Mobile |
| E | Suburban Stability | 10.50 | Older families; Some adult children at home; Suburban mid-range homes; 3 bedrooms; Have lived at same address some years; Research on internet | Face to face Online Email |

| | | |
|---------------------|---------------|------------------|
| Ethnicity: | White – 98.4% | BME – 1.6% |
| Deprivation: | Avg 14.2 | Min 5.6 Max 23.0 |

Population: 32,118
Small variance within the SPA

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 80.3 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 83.4 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 940 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 10,884 | 11,035 | - |
| Obese reception age children | Percentage | 10.1 | 9.4 | 9.4 |
| Obese year six children | Percentage | 19.0 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 5.9 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 9.9 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 3.2 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 25.4 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 60.3 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 62.4 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.7 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 7.5 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 24.2 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 40.6 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 23 | - | - |

To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 31.3 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 2.1 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 8.1 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 19.4 | 13.8 | - |
| Median house price | Median price (£) | £181,563 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.2 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 370 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

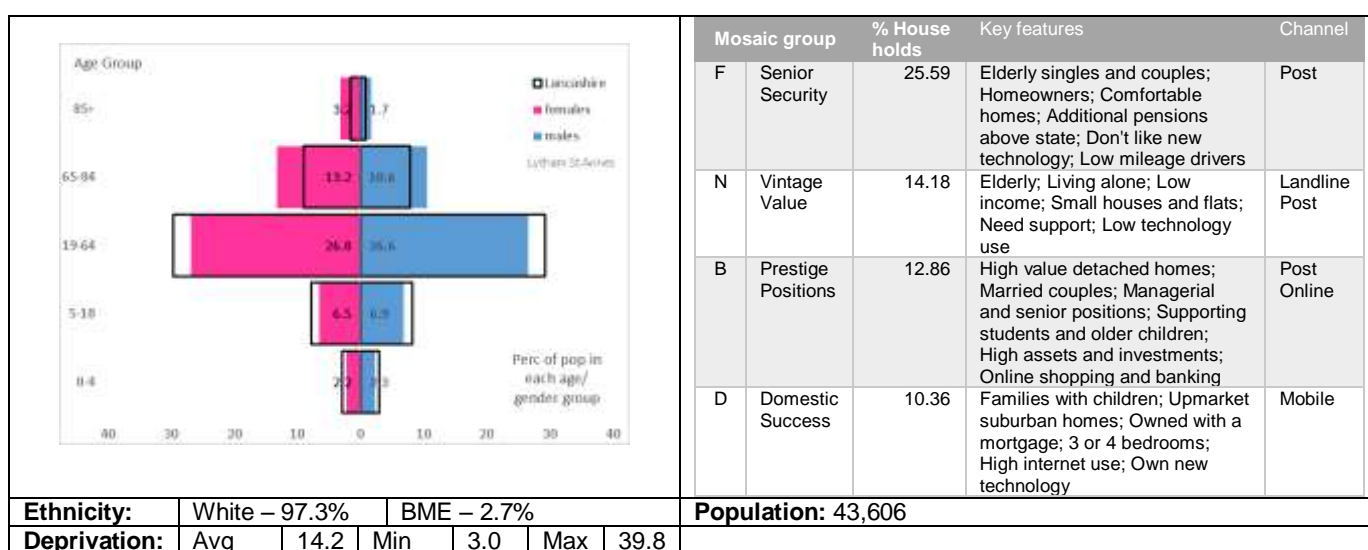
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 83.4 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 72.0 | 59.1 | - |
| Percentage with no qualifications | Percentage | 23.2 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 10.6 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 8.5 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £32,439 | £26,646 | £28,465 |
| Claimant count | Percentage | 5.3 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 2.7 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for **Lytham St. Annes** (22)

Lytham St Annes has an older profile, with primarily independent older people, although some will require support. Health indicators reflect their demographic profile, with high numbers of pensioners living alone and people whose activities are limited. There are fewer hospital admissions than would be expected, but above expected levels of NEET.



Socio-demographic profile



Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 78.7 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 83.2 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 946 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 9,499 | 11,035 | - |
| Obese reception age children | Percentage | 9.3 | 9.4 | 9.4 |
| Obese year six children | Percentage | 12.6 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 6.8 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 11.4 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.9 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 34.4 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 62.3 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 64.5 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.9 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.3 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 23.0 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 31.2 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 16 | - | - |

To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 33.0 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 2.9 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 8.4 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 10.6 | 13.8 | - |
| Median house price | Median price (£) | £173,950 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 4.5 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 230 | 2710 | 136610 |

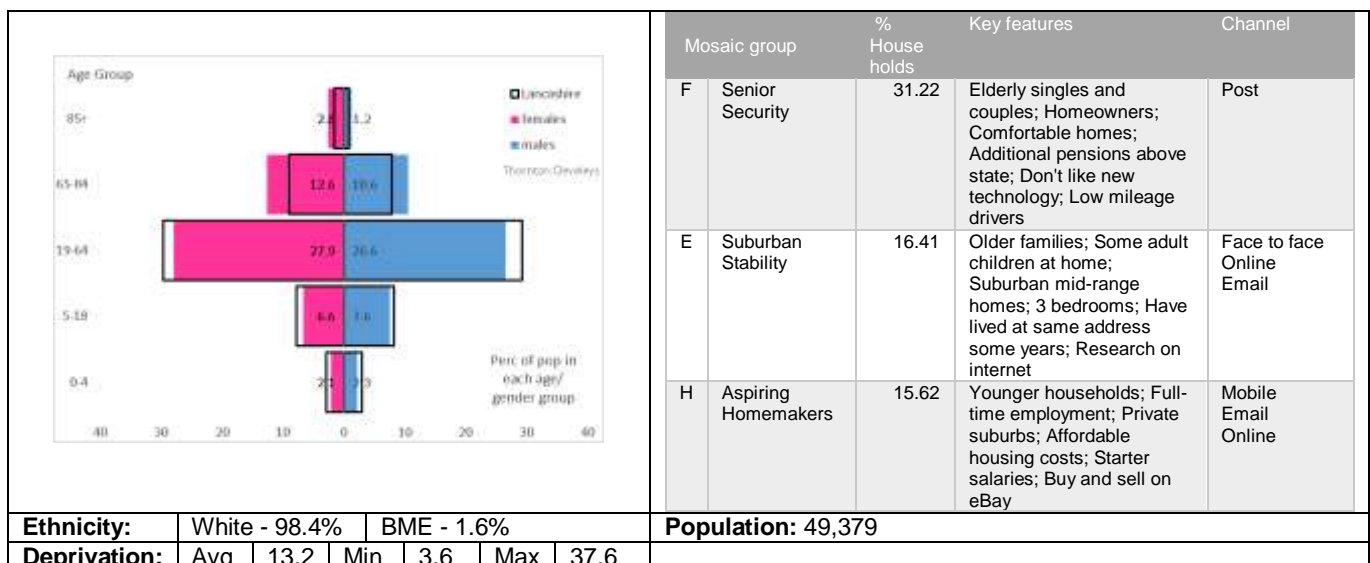
To have employment that provides an income that allows full participation in society

| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 82.7 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 61.8 | 59.1 | - |
| Percentage with no qualifications | Percentage | 20.9 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 13.2 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 11.4 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £29,725 | £26,646 | £28,465 |
| Claimant count | Percentage | 11.4 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 5.7 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Thornton Cleveleys has a significantly older profile than the Lancashire average; primarily affluent home owners. Health indicators reflect this with a high numbers of carers, and a higher proportion of people with health compromising behaviours. Community safety needs are higher than might be expected. One positive factor is that there is higher self-reported wellbeing than expected in this SPA.



Socio-demographic profile



Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 79.7 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 83.4 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 923 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 9,359 | 11,035 | - |
| Obese reception age children | Percentage | 7.2 | 9.4 | 9.4 |
| Obese year six children | Percentage | 16.1 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 6.8 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 11.4 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 3.3 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 30.2 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 60.1 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 63.6 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.9 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.3 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 23.7 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 38.3 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 14 | - | - |

To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 40.7 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 2.1 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 7.7 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 12.6 | 13.8 | - |
| Median house price | Median price (£) | £140,333 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.2 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 190 | 2710 | 136610 |

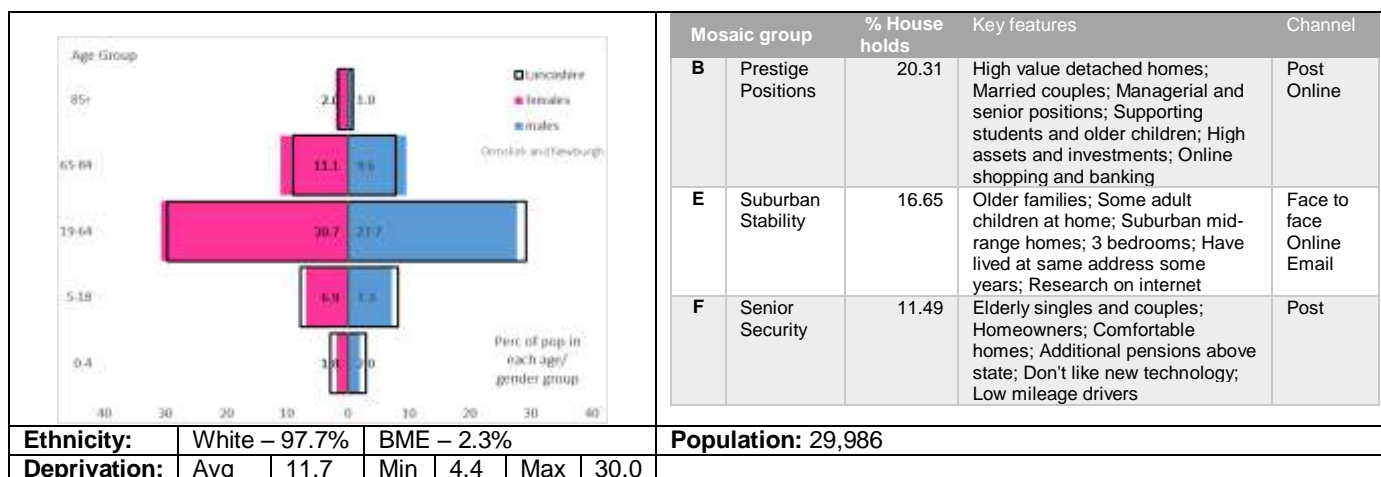
To have employment that provides an income that allows full participation in society

| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 87.5 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 70.0 | 59.1 | - |
| Percentage with no qualifications | Percentage | 23.8 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 11.8 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 11.4 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £28,000 | £26,646 | £28,465 |
| Claimant count | Percentage | 6.7 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 2.7 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Ormskirk and Newburgh has a slightly older population than the Lancashire average with older, self-reliant families and independent seniors. Health, housing and employment outcomes are fair, as expected from the level of deprivation.



Socio-demographic profile



Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|
| Worst fifth | 2 nd worst fifth | Middle fifth | 2 nd best fifth | Best fifth | Unrated |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 79.8 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 83.4 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 896 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 10,473 | 11,035 | - |
| Obese reception age children | Percentage | 8.3 | 9.4 | 9.4 |
| Obese year six children | Percentage | 15.1 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 5.2 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 9.2 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.6 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 28.0 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 60.3 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 62.4 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.7 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 7.5 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 23.8 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 27.3 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 25 | - | - |

To live in a decent home in a good environment

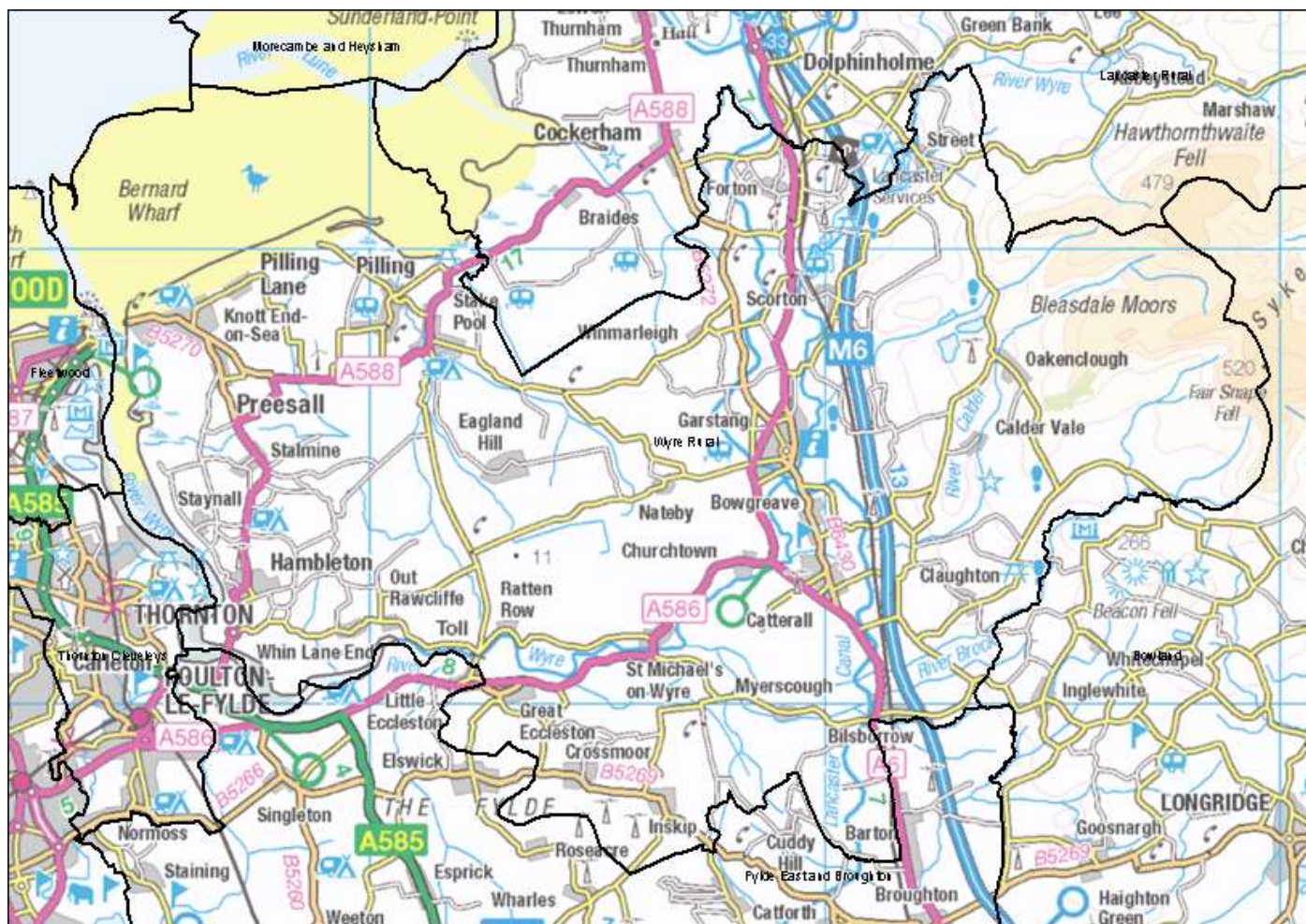
| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 24.8 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 1.5 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 9.3 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 15.1 | 13.8 | - |
| Median house price | Median price (£) | £196,425 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.2 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 370 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

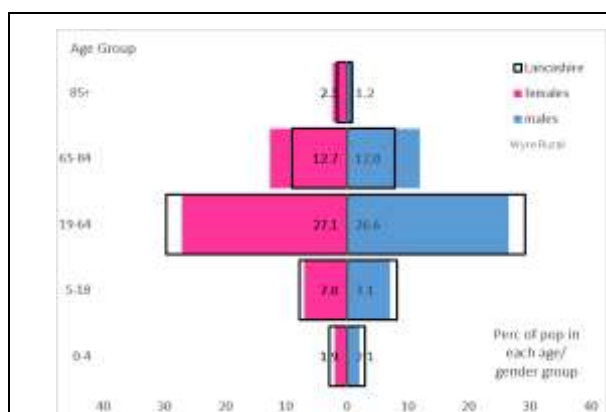
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 84.6 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 68.8 | 59.1 | - |
| Percentage with no qualifications | Percentage | 17.8 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 8.3 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 7.9 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £32,826 | £26,646 | £28,465 |
| Claimant count | Percentage | 3.6 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 1.3 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for Wyre Rural (25)

Wyre Rural has an older population than the county average but they are independent and relatively well-off. Unpaid care and activities limited a lot are higher than the deprivation level would suggest but consistent with the socio-demographic profile.



Socio-demographic profile



| Mosaic group | % House holds | Key features | Channel |
|-------------------|---------------|---|---------------------|
| A Country Living | 27.82 | Rural locations; Well-off homeowners; Attractive detached homes; Higher self-employment; High car ownership; High use of internet | Online Post |
| G Rural Reality | 24.87 | Rural locations; Village and outlying houses; Agricultural employment; Most are homeowners; Affordable value homes; Slow internet speeds | Online Face to face |
| F Senior Security | 21.23 | Elderly singles and couples; Homeowners; Comfortable homes; Additional pensions above state; Don't like new technology; Low mileage drivers | Post |

Ethnicity: White - 98.6% BME – 1.4%

Deprivation: Avg 11.6 Min 5.8 Max 18.2

Population: 30,880

Small variance within the SPA

Baseline area needs assessment for Wyre Rural (25)

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|
| Worst fifth | 2 nd worst fifth | Middle fifth | 2 nd best fifth | Best fifth | Unrated |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 78.6 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 83.0 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 988 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 9,458 | 11,035 | - |
| Obese reception age children | Percentage | 9.0 | 9.4 | 9.4 |
| Obese year six children | Percentage | 16.2 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 6.4 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 10.7 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 3.1 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 25.7 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 60.1 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 63.6 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.9 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.4 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 23.1 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 26.8 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 20 | - | - |

To live in a decent home in a good environment

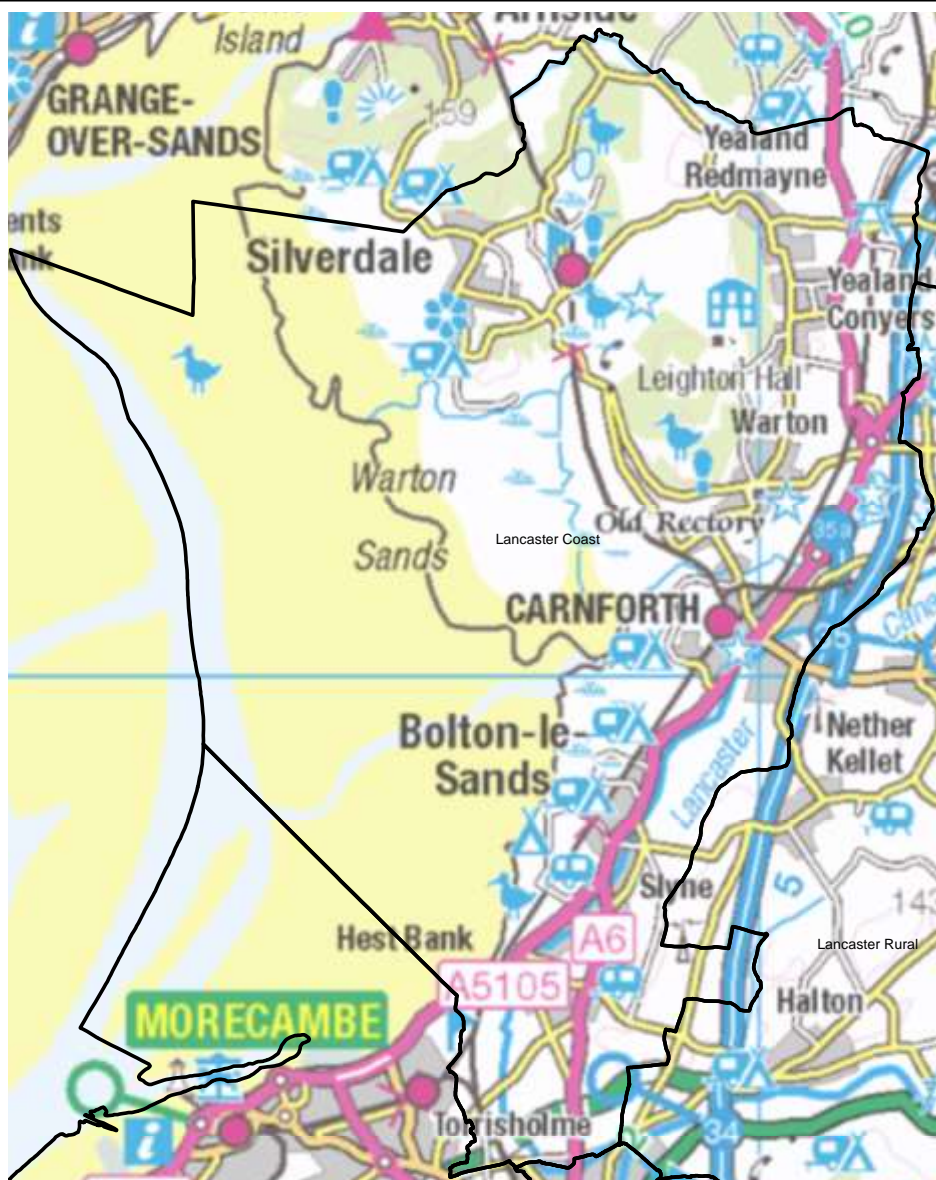
| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 32.0 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 1.8 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 7.7 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 24.6 | 13.8 | - |
| Median house price | Median price (£) | £192,188 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.2 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 190 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

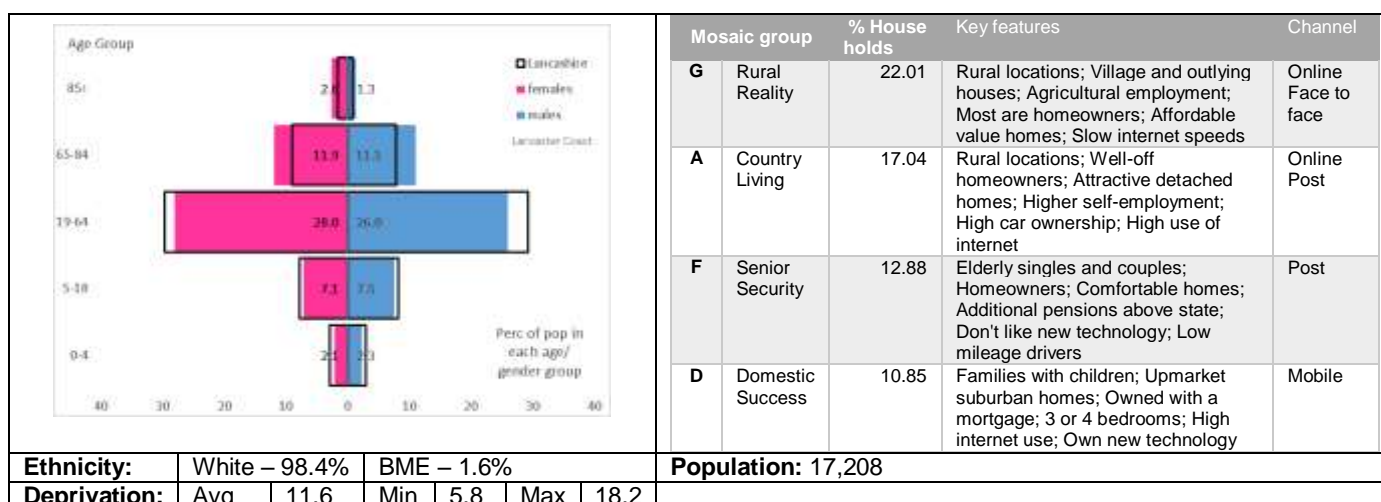
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 85.1 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 68.7 | 59.1 | - |
| Percentage with no qualifications | Percentage | 23.8 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 8.9 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 7.2 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £30,141 | £26,646 | £28,465 |
| Claimant count | Percentage | 4.4 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 2.9 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for Lancaster Coast (26)

Lancaster Coast has an older population than the Lancashire average with many in rural locations. Health, housing and employment outcomes are fair, as expected from the level of deprivation.



Socio-demographic profile



Baseline area needs assessment for Lancaster Coast (26)

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|
| Worst fifth | 2 nd worst fifth | Middle fifth | 2 nd best fifth | Best fifth | Unrated |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 80.7 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 84.4 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 895 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 9,642 | 11,035 | - |
| Obese reception age children | Percentage | 7.8 | 9.4 | 9.4 |
| Obese year six children | Percentage | 14.5 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 5.2 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 9.3 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.5 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 27.1 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 59.6 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 63.2 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.9 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.4 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 22.8 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 34.7 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 30 | - | - |

To live in a decent home in a good environment

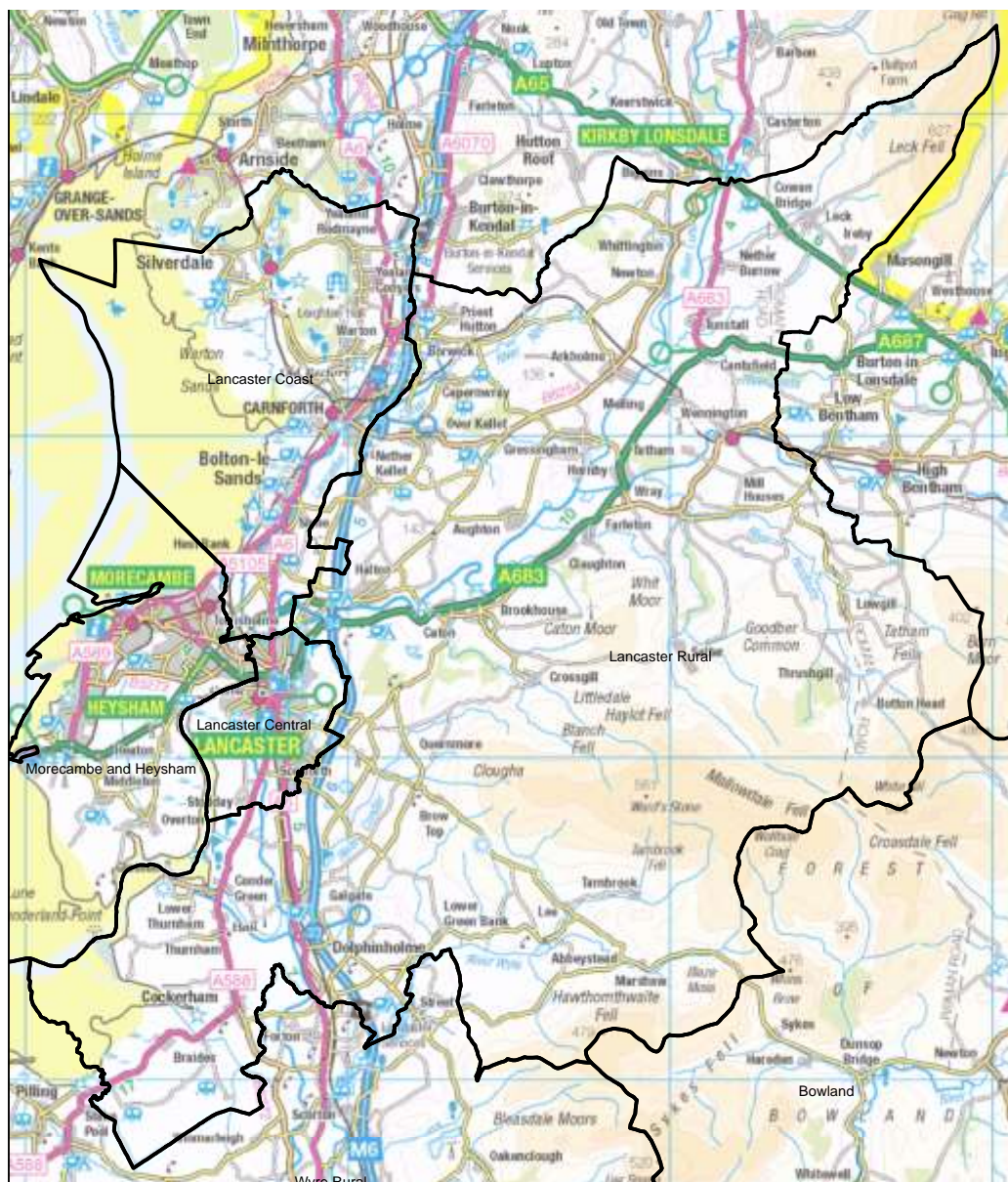
| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 33.2 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 3.2 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 8.9 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 18.2 | 13.8 | - |
| Median house price | Median price (£) | £182,500 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.7 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 130 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

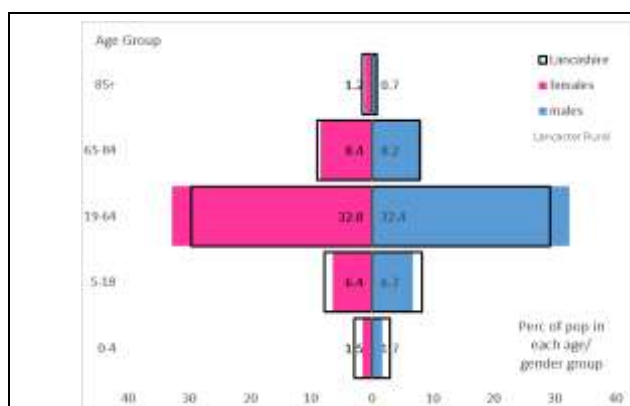
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 86.0 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 73.1 | 59.1 | - |
| Percentage with no qualifications | Percentage | 19.3 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 8.5 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 8.2 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £28,837 | £26,646 | £28,465 |
| Claimant count | Percentage | 6.9 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 2.5 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for Lancaster Rural (27)

Lancaster Rural has a large working age population living in their own homes and self-reliant. Health and employment outcomes are fair, as expected from the level of deprivation. This SPA has the highest barrier to services and housing in Lancashire.



Socio-demographic profile



| Mosaic group | % House holds | Key features | Channel |
|------------------|---------------|--|---------------------|
| A Country Living | 50.42 | Rural locations; Well-off homeowners; Attractive detached homes; Higher self-employment; High car ownership; High use of internet | Online Post |
| G Rural Reality | 30.19 | Rural locations; Village and outlying houses; Agricultural employment; Most are homeowners; Affordable value homes; Slow internet speeds | Online Face to face |

| | | | |
|-------------------------------|---------------|------------|---------------------------|
| Ethnicity: | White – 92.9% | BME – 7.1% | Population: 22,930 |
| Deprivation: | Avg 11.3 | Min 8.2 | Max 17.4 |
| Small variance within the SPA | | | |

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 80.1 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 83.8 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 925 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 8,717 | 11,035 | - |
| Obese reception age children | Percentage | 8.4 | 9.4 | 9.4 |
| Obese year six children | Percentage | 13.6 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 3.2 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 5.4 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 1.7 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 26.1 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 59.6 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 63.2 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.9 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.4 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 23.5 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 25.9 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 32 | - | - |

To live in a decent home in a good environment

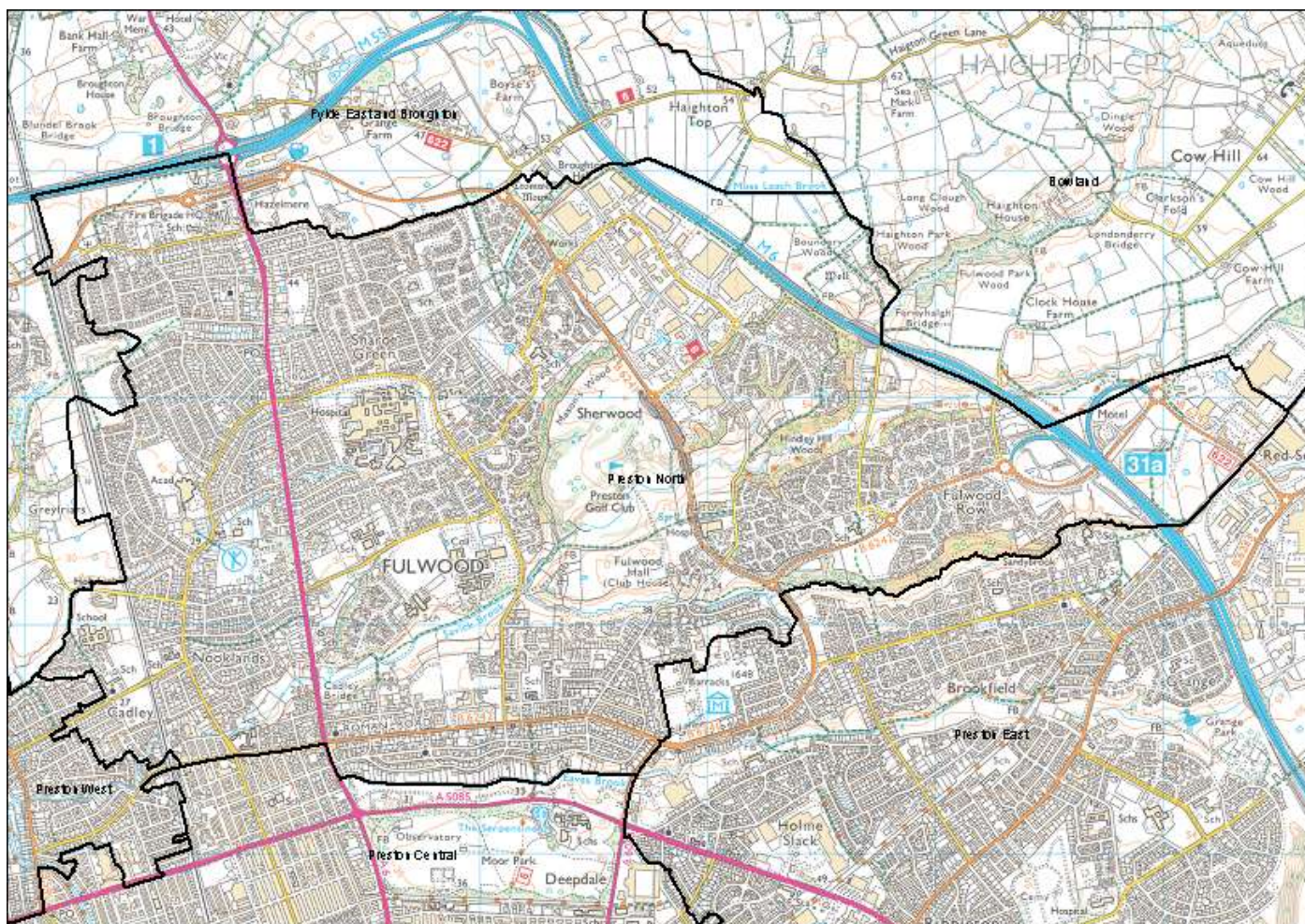
| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 25.9 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 2.5 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 10.1 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 32.5 | 13.8 | - |
| Median house price | Median price (£) | £208,165 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.7 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 130 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

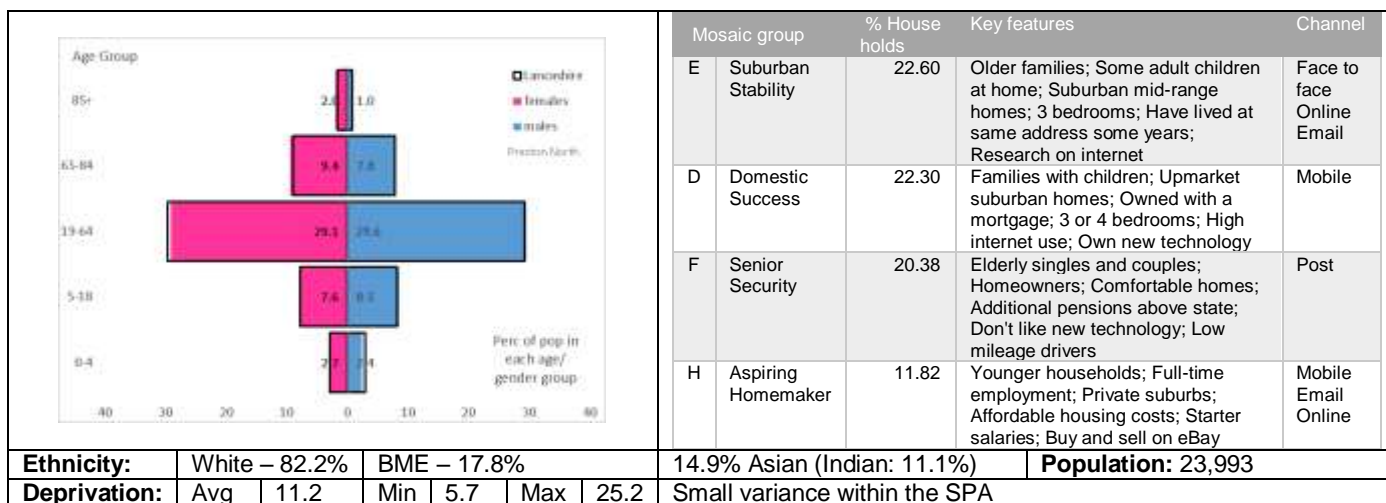
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 88.0 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 66.9 | 59.1 | - |
| Percentage with no qualifications | Percentage | 13.2 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 4.7 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 7.6 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £29,544 | £26,646 | £28,465 |
| Claimant count | Percentage | 2.9 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 1.5 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for Preston North (28)

Preston North has a large number of self-reliant families. Pensioners are independent. Health, housing and employment outcomes are good, as expected from the level of deprivation.



Socio-demographic profile



Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 79.4 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 82.0 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 1,030 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 10,517 | 11,035 | - |
| Obese reception age children | Percentage | 6.4 | 9.4 | 9.4 |
| Obese year six children | Percentage | 15.6 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 4.6 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 7.9 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.3 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 30.9 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 59.1 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 61.2 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.9 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.6 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 22.6 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 29.3 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 29 | - | - |

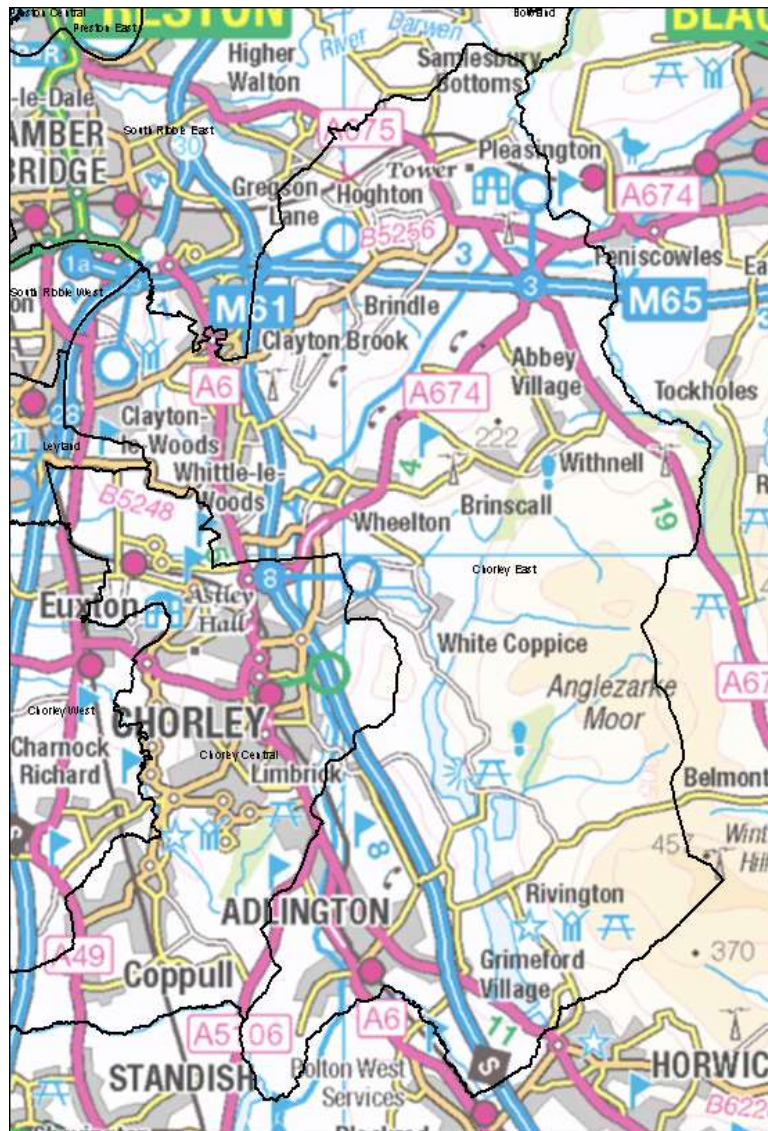
To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 27.2 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 2.4 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 8.0 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 12.4 | 13.8 | - |
| Median house price | Median price (£) | £174,833 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.8 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 160 | 2710 | 136610 |

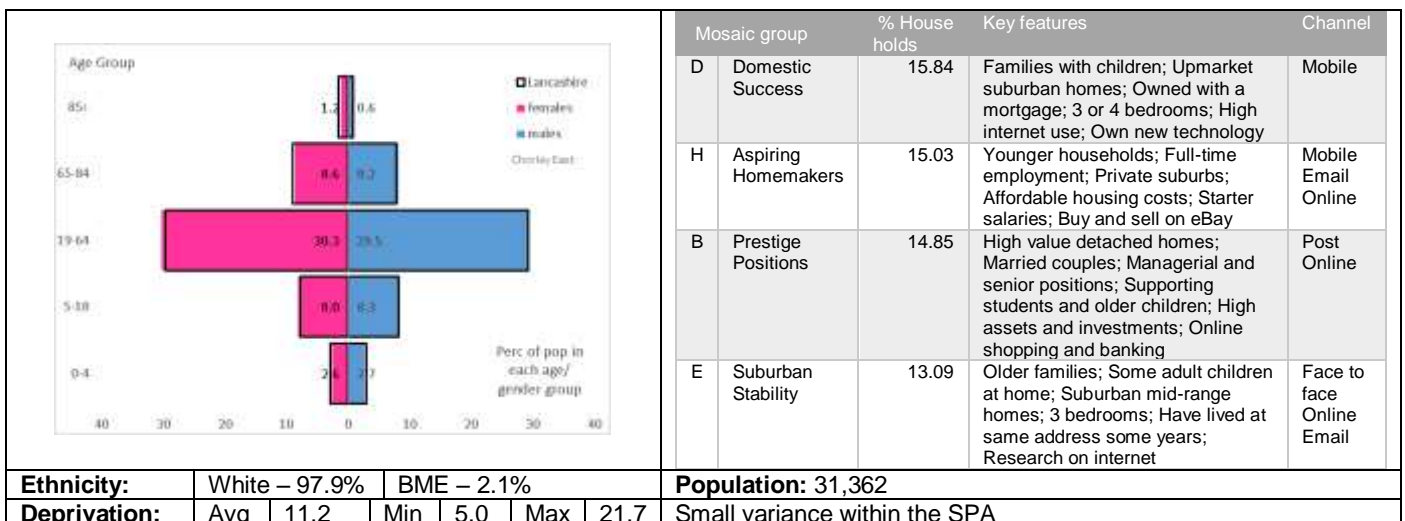
To have employment that provides an income that allows full participation in society

| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 89.6 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 77.1 | 59.1 | - |
| Percentage with no qualifications | Percentage | 16.6 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 7.8 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 5.9 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £33,829 | £26,646 | £28,465 |
| Claimant count | Percentage | 5.1 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 2.7 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Chorley East's population is broadly in line with the county. Established families predominate, many with older children, living in suburban areas. Health, housing and employment outcomes are good, as expected from the deprivation score, except self-reported wellbeing, which is not as good as would be expected.



Socio-demographic profile



Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 79.1 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 82.6 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 997 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 9,547 | 11,035 | - |
| Obese reception age children | Percentage | 6.2 | 9.4 | 9.4 |
| Obese year six children | Percentage | 16.4 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 4.4 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 7.4 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.2 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 27.0 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 60.7 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 63.2 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.8 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.2 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 22.8 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 28.9 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 31 | - | - |

To live in a decent home in a good environment

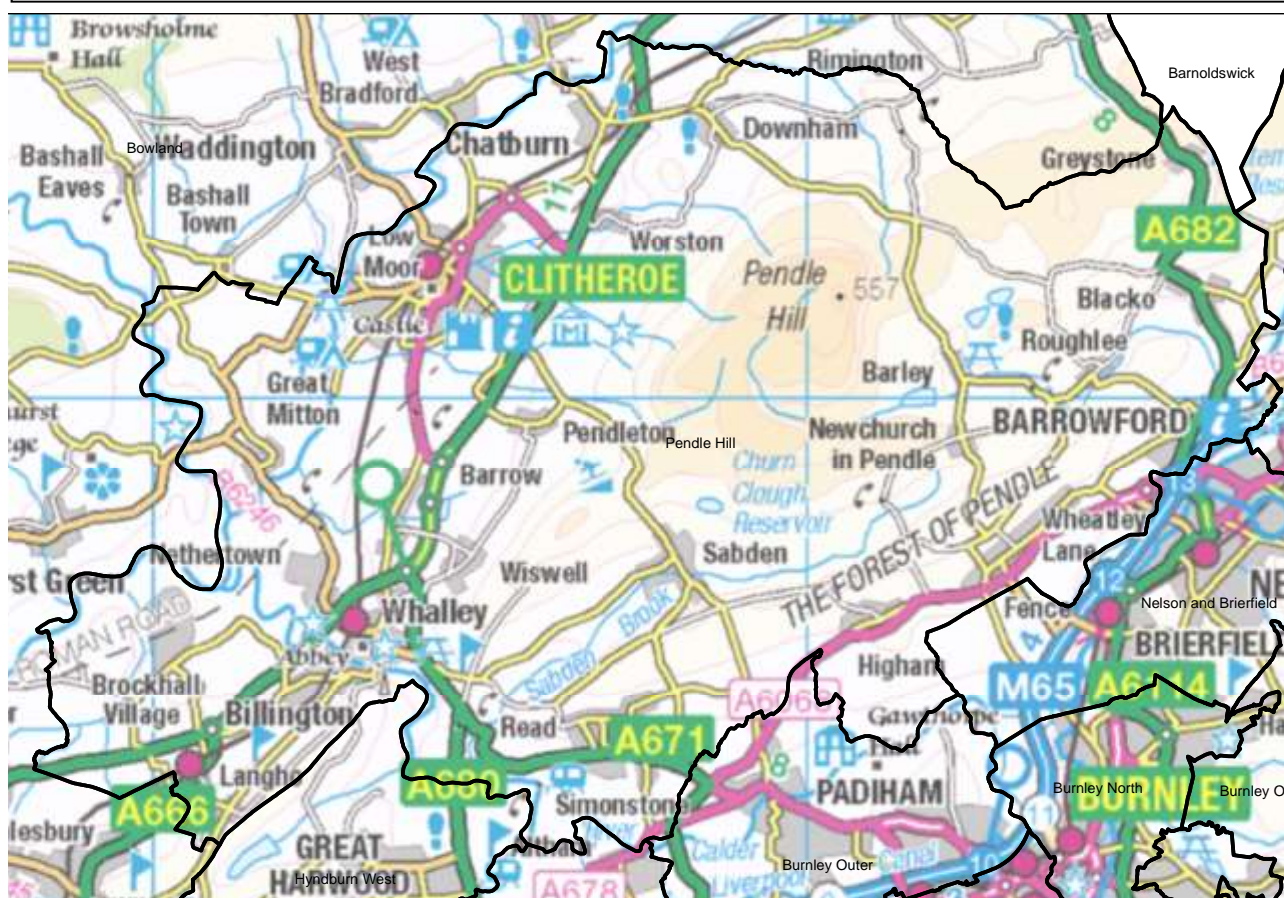
| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 41.1 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 2.2 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 7.2 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 16.7 | 13.8 | - |
| Median house price | Median price (£) | £182,488 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.1 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 580 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

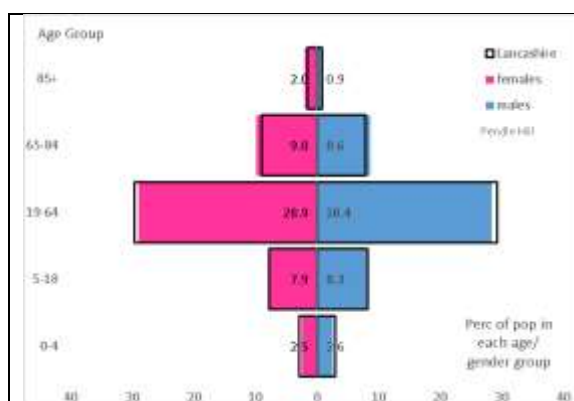
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 84.9 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 72.5 | 59.1 | - |
| Percentage with no qualifications | Percentage | 16.9 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 8.6 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 6.5 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £38,976 | £26,646 | £28,465 |
| Claimant count | Percentage | 6.5 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 1.6 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for **Pendle Hill** (30)

Pendle Hill has a slightly older population than Lancashire. Most households own their own homes and commute to work or are in agricultural employment. Barriers to services are high, and consistent with the rural location. Health and employment outcomes are good, and consistent with the level of deprivation.



Socio-demographic profile



| Mosaic group | % House holds | Key features | Channel |
|-----------------------|---------------|---|---------------------|
| B Prestige Positions | 14.99 | High value detached homes; Married couples; Managerial and senior positions; Supporting students and older children; High assets and investments; Online shopping and banking | Post Online |
| H Aspiring Homemakers | 11.75 | Younger households; Full-time employment; Private suburbs; Affordable housing costs; Starter salaries; Buy and sell on eBay | Mobile Email Online |
| G Rural Reality | 10.62 | Rural locations; Village and outlying houses; Agricultural employment; Most are homeowners; Affordable value homes; Slow internet speeds | Online Face to face |
| L Transient Renters | 10.43 | Private renters; Low length of residence; Low cost housing; Singles and sharers; Older terraces; Few landline telephones | Mobile Face to face |

| | | |
|---------------------|---------------|------------------|
| Ethnicity: | White – 97.4% | BME – 2.6% |
| Deprivation: | Avg 10.9 | Min 2.2 Max 23.9 |

Population: 39,597

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 79.5 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 83.4 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 909 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 9,089 | 11,035 | - |
| Obese reception age children | Percentage | 8.0 | 9.4 | 9.4 |
| Obese year six children | Percentage | 12.7 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 4.3 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 7.7 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.1 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 31.6 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 63.2 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 66.2 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 1.0 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 6.9 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 23.0 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 28.2 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 24 | - | - |

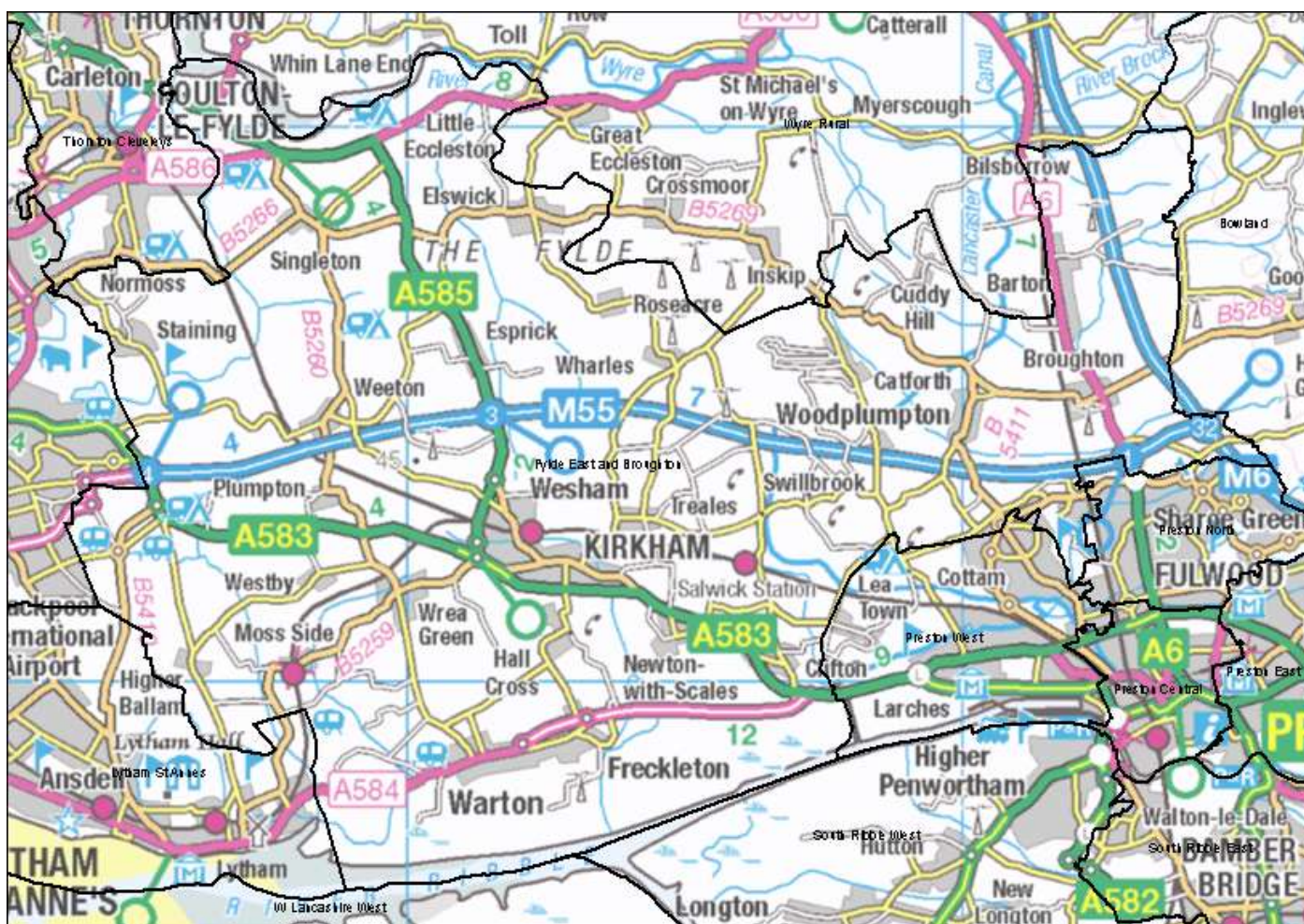
To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 42.6 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 2.6 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 9.2 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 15.5 | 13.8 | - |
| Median house price | Median price (£) | £177,350 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.1 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 180 | 2710 | 136610 |

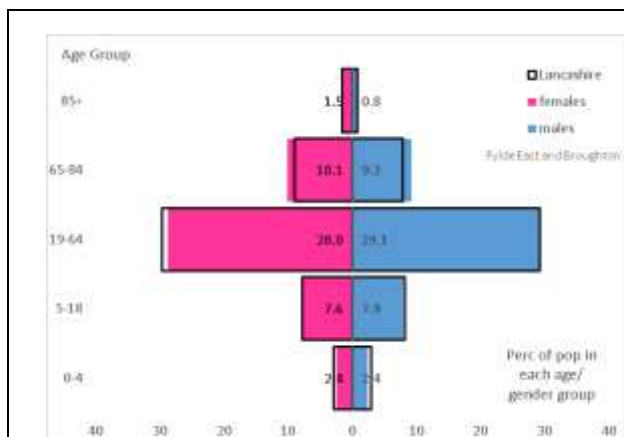
To have employment that provides an income that allows full participation in society

| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 86.7 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 72.7 | 59.1 | - |
| Percentage with no qualifications | Percentage | 18.2 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 8.9 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 7.0 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £32,354 | £26,646 | £28,465 |
| Claimant count | Percentage | 5.4 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 1.6 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Fylde East and Broughton has a slightly older population and fewer working age women than the Lancashire average. Well-off homeowners and established families with older children predominate. Health and employment outcomes are good, as expected. Barriers to housing and services is higher than the level of deprivation would suggest, but consistent with the rural nature of this SPA. Community safety needs are higher than might be expected.



Socio-demographic profile



| Mosaic group | % House holds | Key features | Channel |
|----------------------|---------------|---|---------------------------|
| A Country Living | 17.24 | Rural locations; Well-off homeowners; Attractive detached homes; Higher self-employment; High car ownership; High use of internet | Online Post |
| E Suburban Stability | 14.39 | Older families; Some adult children at home; Suburban mid-range homes; 3 bedrooms; Have lived at same address some years; Research on internet | Face to face Online Email |
| B Prestige Positions | 12.72 | High value detached homes; Married couples; Managerial and senior positions; Supporting students and older children; High assets and investments; Online shopping and banking | Post Online |
| G Rural Reality | 11.48 | Rural locations; Village and outlying houses; Agricultural employment; Most are homeowners; Affordable value homes; Slow internet speeds | Online Face to face |

| | | |
|---------------------|---------------|------------------|
| Ethnicity: | White – 97.2% | BME – 2.8% |
| Deprivation: | Avg 10.8 | Min 3.5 Max 23.5 |

Population: 38,523

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 79.7 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 83.4 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 979 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 9,813 | 11,035 | - |
| Obese reception age children | Percentage | 6.7 | 9.4 | 9.4 |
| Obese year six children | Percentage | 14.7 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 5.1 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 8.3 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.7 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 27.0 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 62.3 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 64.5 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.9 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.3 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 22.6 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 29.5 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 19 | - | - |

To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 34.3 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 1.8 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 7.8 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 19.2 | 13.8 | - |
| Median house price | Median price (£) | £174,250 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 4.5 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 230 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

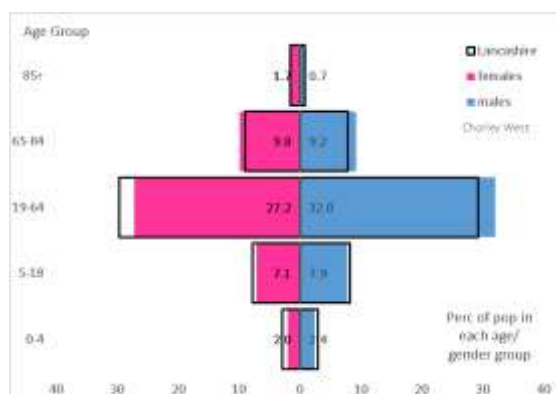
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 86.5 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 63.9 | 59.1 | - |
| Percentage with no qualifications | Percentage | 20.2 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 9.3 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 9.5 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £30,637 | £26,646 | £28,465 |
| Claimant count | Percentage | 6.9 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 2.9 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for **Chorley West** (32)

Chorley West has a slightly older population and the working-age population is more male dominated than the Lancashire average. The area is mainly rural with homeowners and older families. Health, housing and employment outcomes are good, and consistent with the deprivation ranking of this SPA.



Socio-demographic profile



| Mosaic group | % House holds | Key features | Channel |
|----------------------|---------------|---|---------------------------|
| A Country Living | 18.89 | Rural locations; Well-off homeowners; Attractive detached homes; Higher self-employment; High car ownership; High use of internet | Online Post |
| G Rural Reality | 18.69 | Rural locations; Village and outlying houses; Agricultural employment; Most are homeowners; Affordable value homes; Slow internet speeds | Online Face to face |
| E Suburban Stability | 17.97 | Older families; Some adult children at home; Suburban mid-range homes; 3 bedrooms; Have lived at same address some years; Research on internet | Face to face Online Email |
| D Domestic Success | 13.70 | Families with children; Upmarket suburban homes; Owned with a mortgage; 3 or 4 bedrooms; High internet use; Own new technology | Mobile |
| B Prestige Positions | 13.15 | High value detached homes; Married couples; Managerial and senior positions; Supporting students and older children; High assets and investments; Online shopping and banking | Post Online |

| | | |
|---------------------|---------------|------------------|
| Ethnicity: | White – 97.6% | BME – 2.4% |
| Deprivation: | Avg 9.2 | Min 3.2 Max 27.5 |

Population: 30,026

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 80.0 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 82.8 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 913 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 9,416 | 11,035 | - |
| Obese reception age children | Percentage | 7.9 | 9.4 | 9.4 |
| Obese year six children | Percentage | 15.7 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 5.1 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 8.3 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.4 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 26.2 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 60.7 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 63.2 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.8 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.2 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 22.8 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 27.0 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 34 | - | - |

To live in a decent home in a good environment

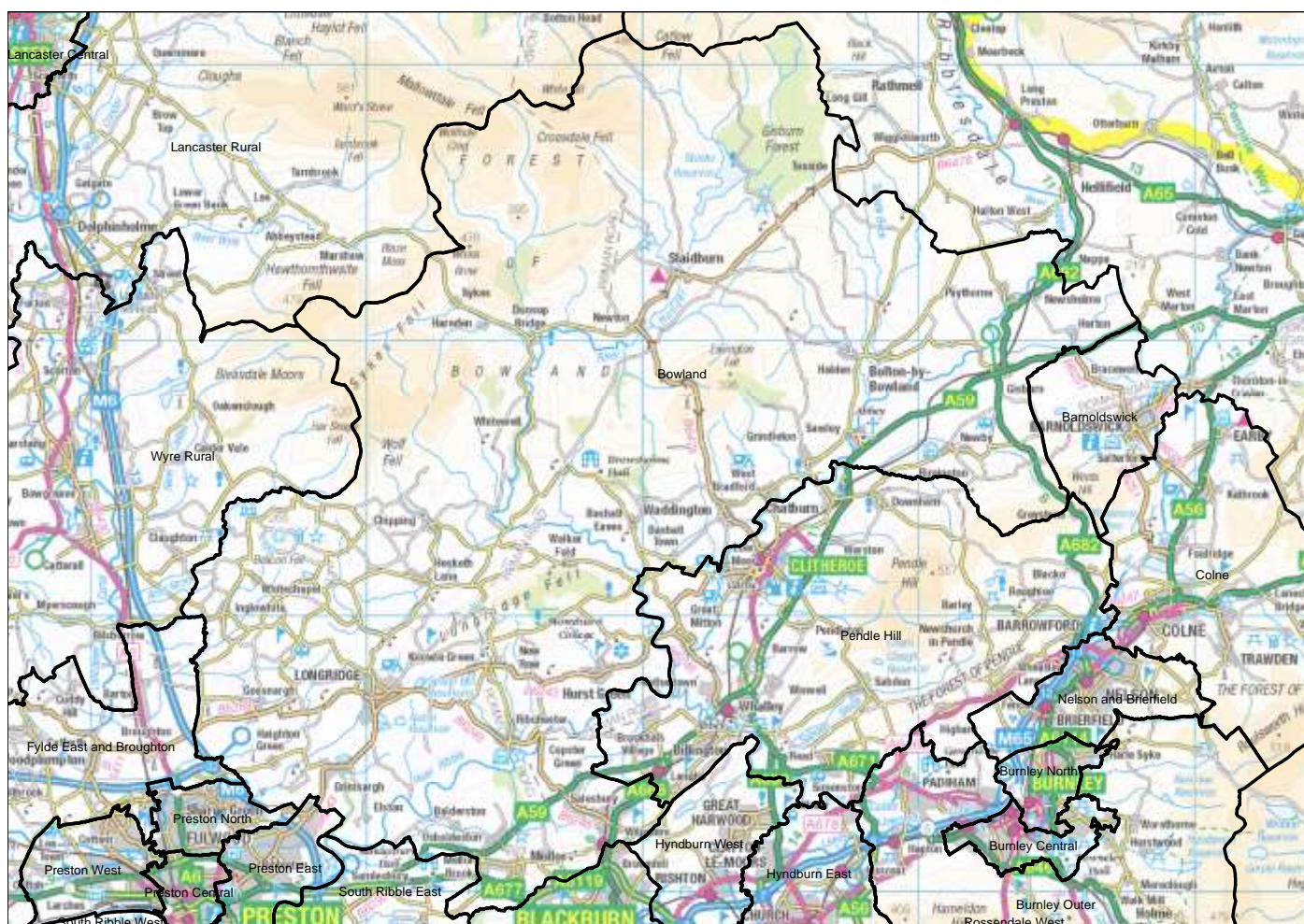
| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 32.5 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 1.7 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 7.7 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 16.1 | 13.8 | - |
| Median house price | Median price (£) | £187,688 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.1 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 580 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

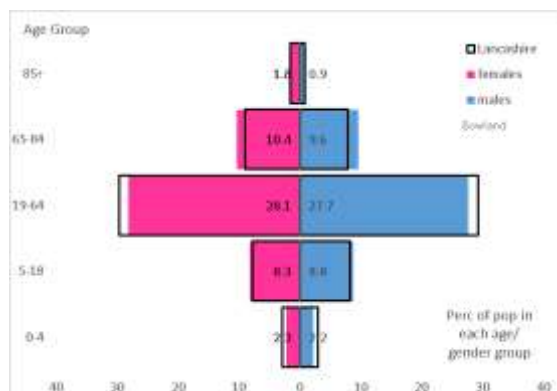
| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 91.3 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 77.8 | 59.1 | - |
| Percentage with no qualifications | Percentage | 18.3 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 6.5 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 5.3 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £35,706 | £26,646 | £28,465 |
| Claimant count | Percentage | 3.8 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 1.3 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Baseline area needs assessment for **Bowland** (33)

Bowland has an older population and a smaller working age population than the Lancashire average. It is mainly rural with only a few villages. The majority are home and car owners. Barriers to housing and services is consistent with the rural nature of this area. Health and employment outcomes are good, and consistent with the deprivation ranking of this SPA.



Socio-demographic profile



| Mosaic group | | % House holds | Key features | Channel |
|--------------|--------------------|---------------|---|---------------------|
| A | Country Living | 36.00 | Rural locations; Well-off homeowners; Attractive detached homes; Higher self-employment; High car ownership; High use of internet | Online Post |
| G | Rural Reality | 13.61 | Rural locations; Village and outlying houses; Agricultural employment; Most are homeowners; Affordable value homes; Slow internet speeds | Online Face to face |
| B | Prestige Positions | 12.26 | High value detached homes; Married couples; Managerial and senior positions; Supporting students and older children; High assets and investments; Online shopping and banking | Post Online |
| D | Domestic Success | 10.30 | Families with children; Upmarket suburban homes; Owned with a mortgage; 3 or 4 bedrooms; High internet use; Own new technology | Mobile |

| | | | | | | | |
|---------------------|---------------|-----|------------|-----|-----|------|-------------------------------|
| Ethnicity: | White – 98.0% | | BME – 2.0% | | | | Population: 33,365 |
| Deprivation: | Avg | 8.8 | Min | 2.8 | Max | 19.5 | Small variance within the SPA |

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|
| Worst fifth | 2nd worst fifth | Middle fifth | 2nd best fifth | Best fifth | Unrated |
|--------------------|-----------------------------------|---------------------|----------------------------------|-------------------|----------------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 80.3 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 84.1 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 889 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 9,604 | 11,035 | - |
| Obese reception age children | Percentage | 8.3 | 9.4 | 9.4 |
| Obese year six children | Percentage | 15.2 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 3.8 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 6.6 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.0 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 25.9 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 63.2 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 66.2 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.9 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.6 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 23.2 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 33.3 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 28 | - | - |

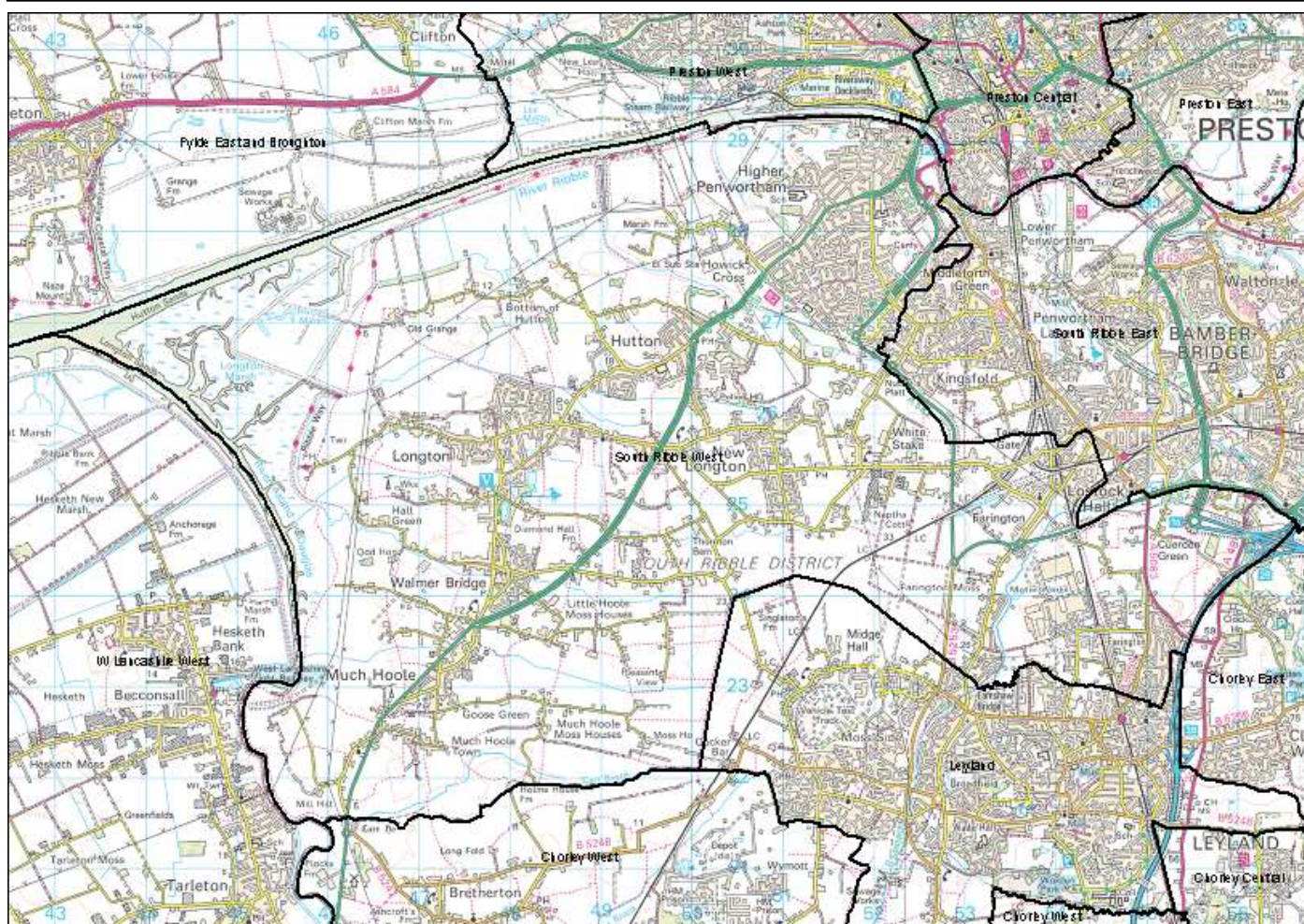
To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 20.1 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 2.3 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 9.4 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 24.9 | 13.8 | - |
| Median house price | Median price (£) | £199,150 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 3.1 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 180 | 2710 | 136610 |

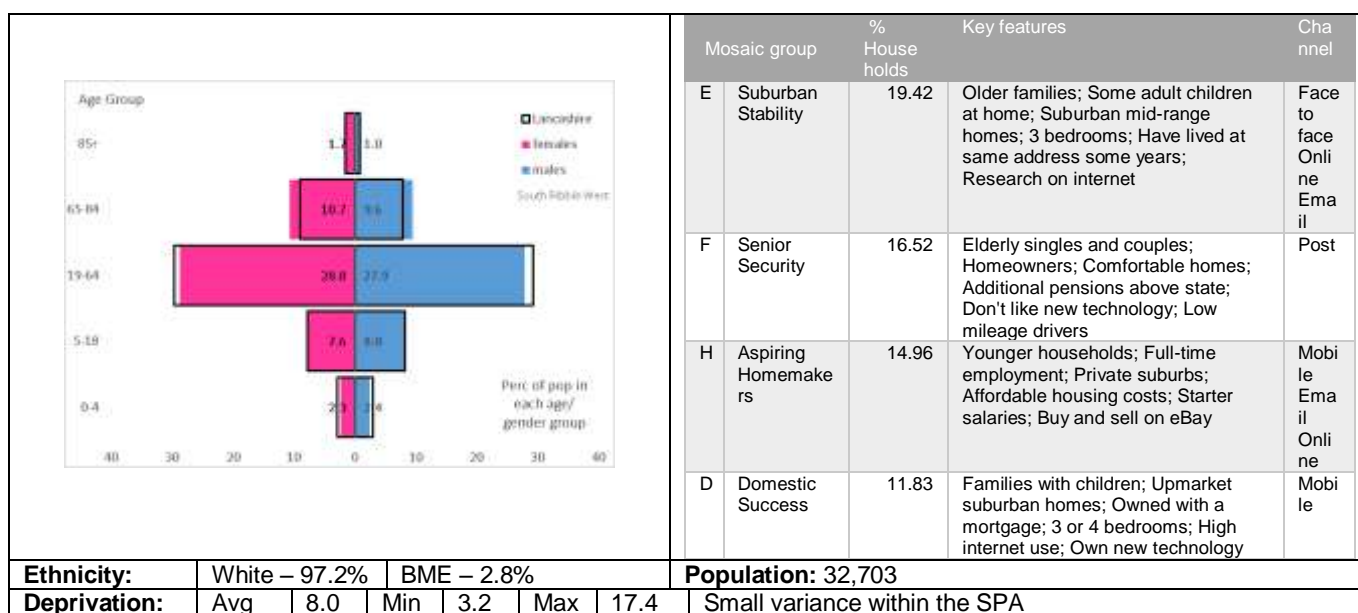
To have employment that provides an income that allows full participation in society

| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 88.1 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 82.1 | 59.1 | - |
| Percentage with no qualifications | Percentage | 18.0 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 6.6 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 4.1 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £36,145 | £26,646 | £28,465 |
| Claimant count | Percentage | 3.8 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 1.6 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

South Ribble West is the least deprived SPA in Lancashire. It has a higher proportion of people in the 65-84 age group and there are slightly fewer working age population than the Lancashire average. The area is characterised by older families and independent seniors. Most health, housing and employment outcomes are good and are consistent with the deprivation ranking. Self-reported wellbeing is poorer than expected.



Socio-demographic profile



Baseline area needs assessment for South Ribble West (34)

Baseline needs assessment

Key: the 34 SPAs were split into fifths from best to worst value for each indicator with seven SPAs in each fifth except the middle fifth which contains six SPAs. The colours are:

| | | | | | |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|
| Worst fifth | 2 nd worst fifth | Middle fifth | 2 nd best fifth | Best fifth | Unrated |
|-------------|-----------------------------|--------------|----------------------------|------------|---------|

To live a healthy life

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|--------------------|----------|------------|---------|
| Life expectancy at birth (males) | Years | 81.2 | 77.7 | 78.9 |
| Life expectancy at birth (females) | Years | 85.1 | 81.7 | 82.8 |
| All age, all cause mortality | Rate (DSR) | 828 | 1,031 | - |
| Emergency admissions | Rate (DSR) | 9,689 | 11,035 | - |
| Obese reception age children | Percentage | 7.6 | 9.4 | 9.4 |
| Obese year six children | Percentage | 15.6 | 17.7 | 19.1 |
| Self-reported health bad or very bad | Percentage | 4.3 | 6.3 | 5.5 |
| Activities limited a lot | Percentage | 7.5 | 9.8 | 8.3 |
| People providing 50+ hours unpaid care per week | Percentage | 2.5 | 2.7 | 2.4 |
| Proportion of pensioners living alone | Percentage | 27.7 | 31.2 | 31.5 |
| Disability-free life expectancy males. District value | Years | 61.8 | - | 61.7 |
| Disability-free life expectancy females. District value | Years | 63.9 | - | 64.2 |
| GP recorded prevalence of mental ill-health. CCG value | Percentage | 0.9 | 1.0 | 0.9 |
| GP recorded prevalence of depression. CCG value | Percentage | 8.6 | 8.2 | 6.5 |
| Self-reported wellbeing (SWEMWBS) | Mean score | 22.0 | 22.9 | - |
| Multiple health compromising behaviours | Percentage | 32.0 | 35.9 | - |
| Neighbourhood needs index (level of community safety need) | Rank (of 34 areas) | 26 | - | - |

To live in a decent home in a good environment

| Baseline indicator | Unit | This SPA | Lancashire | England |
|--|---------------------|----------|------------|----------|
| Proportion of dwelling stock in low council tax bands (A or B) | Percentage | 22.1 | 56.9 | 44.3 |
| Households with no central heating | Percentage | 2.0 | 3.6 | 2.7 |
| Households in fuel poverty | Percentage | 7.5 | 10.8 | 10.4 |
| Barriers to housing and services | Mean score | 12.2 | 13.8 | - |
| Median house price | Median price (£) | £183,900 | £134,698 | £219,736 |
| Vacant dwellings. District value | Percentage | 2.9 | 21410.0 | 610123.0 |
| Net additional dwellings. District value | Number of dwellings | 210 | 2710 | 136610 |

To have employment that provides an income that allows full participation in society

| Baseline indicator | Unit | This SPA | Lancashire | England |
|---|-------------------|----------|------------|------------|
| Educational attainment key stage 2 | Percentage | 84.1 | 80.6 | - |
| Educational attainment key stage 4 | Percentage | 71.6 | 59.1 | - |
| Percentage with no qualifications | Percentage | 17.4 | 23.6 | 22.5 |
| Working age benefits clients | Percentage | 7.6 | 95,650 | 4,155,370 |
| Children living in poverty | Percentage | 5.3 | 18.8 | 21.8 |
| Median annual income | Median income (£) | £32,950 | £26,646 | £28,465 |
| Claimant count | Percentage | 4.2 | 1.2 | 1.9 |
| Young people not in employment, education or training | Percentage | 1.8 | 4.7 | - |
| Gross value added. NUTS-3 value | £ (millions) | £21,088 | £21,088 | £1,297,667 |

Glossary

| Abbreviation | Meaning |
|-------------------|---|
| ASB | Anti-social behaviour |
| BI | Business Intelligence |
| CACI | Consumer statistics website |
| CCG | Clinical commissioning group |
| DCLG | Department for Communities and Local Government |
| DECC | Department of Energy & Climate Change |
| Dominant CCG | The CCG area where all or the majority of SPA residents live (sum of 2011 Census population for MSOAs by CCG). |
| Dominant district | The district where all or the majority of SPA residents live (sum of 2011 Census population for MSOAs by district). |
| DSR | Directly age standardised rate |
| GP | General practice |
| GVA | Gross value added |
| hh | Household |
| HPSSA | House price statistics for small areas |
| ICD | International classification of diseases |
| IMD | Index of multiple deprivation |
| KS2 | Key stage 2 |
| KS4 | Key stage 4 |
| LCC | Lancashire County Council |
| LIHC | Low income, high costs |
| LSOA | Lower layer super output area (Census geography containing between 1,000 and 3,000 people and between 400 and 1,200 households) |
| MASH | Multi agency safeguarding hub |
| MSOA | Middle layer super output area (Census geography containing between 5,000 and 15,000 people and between 2,000 and 6,000 households) |
| MYE | Mid-year estimate (of population) |
| NCMP | National child measurement programme |
| NEET | Not in education, employment or training |
| NHS | National Health Service |
| NOMIS | National online manpower information system (labour market statistics website run by the University of Durham on behalf of the Office for National Statistics) |
| NUTS-3 | Upper-tier local authority (Lancashire County Council area) |
| ONS | Office for National Statistics |
| Perc | Percentage |
| PHE | Public Health England |
| Pop | Population |
| QOF | Quality and outcomes framework |
| RAG | Red, amber, green (colour rating where red is the worst and green is the best) |
| SPA | Service planning area. Geographical areas created by clustering between two and eight MSOAs with similar levels of overall deprivation (IMD 2010), giving regard as far as possible to natural boundaries and discrete communities. |
| SWEMWBS | Short version Warwick and Edinburgh mental wellbeing scale |
| VOA | Valuation Office Agency |

Indicator definitions

| Indicator | Definition |
|---|--|
| Life expectancy at birth | The average number of years that a newborn could expect to live if he or she were to pass through life subject to the age-specific mortality rates of a given period. |
| All age, all cause mortality | Directly standardised mortality rate per 100,000 resident population for deaths from all causes, for all ages, for all persons |
| Emergency admissions | Emergency hospital admissions (all conditions), directly age standardised rate per 100,000 resident population, all ages, all persons |
| Obese reception age children | Percentage of measured children in reception year who were classified as obese |
| Obese year six children | Percentage of measured children in year six who were classified as obese |
| Self-reported health bad or very bad | All people usually resident in the area at the time of the 2011 Census who described their general health as bad or very bad. Denominator is all usual residents. |
| Activities limited a lot | All people usually resident in the area at the time of the 2011 Census with a health problem or disability that had lasted, or was expected to last, at least 12 months, and limited daily activities a lot. This includes problems related to old age. Denominator is all usual residents |
| People providing 50+ hours unpaid care per week | All people usually resident in the area at the time of the 2011 Census who provided unpaid care for 50 or more hours a week |
| Proportion of pensioners living alone | Number of people aged 65 and over living alone as a percentage of the total number of people aged 65 and over |
| Disability-free life expectancy | The expected number of disability-free years of life at birth |
| GP recorded prevalence of mental ill-health | GP registered patients listed as having schizophrenia, bipolar affective disorder and other psychoses and other patients on lithium therapy |
| GP recorded prevalence of depression | Proportion of adult patients (18+) with a record of unresolved depression since April 2006 |
| Self-reported wellbeing (SWEMWBS) | SWEMWBS is the short version Warwick and Edinburgh Mental Wellbeing Scale. Respondents were asked seven questions about their feelings and thoughts and were given a score based on these answers. The score is then converted to an overall score where a higher score indicates better wellbeing. Scores are population weighted. More details about SWEMWBS can be found here: www2.warwick.ac.uk/fac/med/research/platform/wemwbs |

Baseline area needs assessment for Lancashire Service planning areas

| | |
|--|--|
| Multiple health compromising behaviours | <p>Nutrition flag: respondents were classed as having a health compromising behaviour if they ate fewer than five portions of fruit and vegetables the day before they responded to the survey. Physical activity flag: respondents were classed as having a health compromising behaviour if their physical activity in a typical week does not meet NHS guidelines (NHS guidelines recommend doing at least two and a half hours of moderate intensity activity or at least an hour and a quarter of vigorous intensity activity or an equivalent combination of the two each week). Alcohol flag: respondents were classed as having a health compromising behaviour if they are classified as being increasing or high risk drinkers based on their alcohol consumption in the week before they completed the survey (increasing risk drinkers had 24-49 units (if male) or 18-34 units (if female), high risk drinkers had 50 or more units (if male) or 35 or more units (if female)). Tobacco flag: respondents were classed as having a health compromising behaviour if they use tobacco either daily or occasionally. Drugs flag: respondents were classed as having a health compromising behaviour if they used drugs at least occasionally in the 12 months before they completed the survey. All flags are based on population-weighted figures. Multiple health compromising behaviours: where information on all flags is available, the number of health compromising behaviours each respondent has been calculated. This indicator is based upon multiple health compromising behaviours - the proportion of people with 2+ health compromising behaviours.</p> |
| Neighbourhood needs index | A weighted basket of indicators that measure the vulnerability of an area to community safety issues, normalised by population |
| Proportion of dwelling stock in low council tax bands (A or B) | Proportion of taxed properties in council tax bands A and B |
| Households with no central heating | Number of households with no central heating as a percentage of the total number of households |
| Households in fuel poverty | A household is considered to be fuel poor if they have required fuel costs that are above the national typical (median) level, and they are left with a residual income below the official poverty line |
| Barriers to housing and services | An indicator from English IMD. It combines results that measure 'geographical barriers' which relate to the proximity of local services, and 'wider barriers' such as the affordability of housing |
| Median house price | Data from the Land Registry that measures the median, or typical price of all dwellings sold and registered in a given year |
| Vacant dwellings | Include properties that are either: empty between change of occupants; undergoing modernisation, repair or conversion; awaiting demolition, or newly completed; and not occupied |
| Net additional dwellings | Measures the absolute increase in housing stock between one year and the next, and includes losses and gains from conversions, changes of use and demolitions |

Baseline area needs assessment for Lancashire Service planning areas

| | |
|---|--|
| Educational attainment key stage 2 | Pupils achieving level 4 and above in reading, writing and maths |
| Educational attainment key stage 4 | Pupils achieving five A* to C including English and maths |
| Percentage with no qualifications | All people usually resident in the area at the time of the 2011 Census aged 16 and over with no qualifications. Denominator is all usual residents aged 16+ |
| Working age benefits clients | People aged 16-64 who claim one or more of the main Department for Work and Pensions working-age benefits. These include jobseekers allowance, employment and support allowance, carers allowance and disability living allowance |
| Children living in poverty | The proportion of children (0-15 years) living in families in receipt of out of work benefits or tax credits where their reported income is less than 60% of median income |
| Median annual income | The typical gross annual income of households in an area. Income includes earnings, welfare benefits and monies received from savings and investments |
| Claimant count | The number of people who are receiving benefits principally for the reason of being unemployed. It includes people claiming job seekers allowance, national insurance credits, or universal credit for the reason of being unemployed. |
| Young people not in employment, education or training | Number of NEET (16-18) as a percentage of the 2011 Census population aged 16-18 |
| Gross value added | A measure of the increase in value of the economy due to the production of goods and services, workplace-based, at current prices |



Section 4

Equality Analysis Toolkit

Corporate Strategy

For Decision Making Items

July/August 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 at

<http://www.equalityhumanrights.com/private-and-public-sector-guidance/public-sector-providers/public-sector-equality-duty>

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 Service contact in the Equality and Cohesion Team or from Jeanette Binns

Jeanette.binns@lancashire.gov.uk

Name/Nature of the Decision

Cabinet is being asked to consider the County Council's Corporate Strategy

What in summary is the proposal being considered?

The Corporate Strategy sets out the future direction for the County Council, covering a timeframe to 2021 and beyond. The document being considered is the Core Strategy, detailing the core purpose, vision, values, approach and evidence base which we will use to inform and guide what we do.

Our Corporate Strategy will form a framework which sets out:

- our vision, values, high level priorities and overall approach
- our evidence base
- thematic strategies such as our financial strategy
- our risk, quality and performance framework
- service delivery plans
- annual budgets.

The document being considered provides the starting point for that framework and, as such, it is important that elected members understand the content and lead its further development. A consultation period will run until the end of September 2015. During this time we will hold briefings for elected members and employees whilst also consulting with our partners, to ensure that wherever possible our core strategy is inclusive and our proposed approach is understood.

Over the coming months we will use our vision, values, high level priorities and overall approach as a reference point for the further prioritisation of our financial resources.

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.

Our approach for this strategy is driven by need in localities and our strategic outcomes are;

- To live a healthy life
- To live in a decent home in a good environment
- To have employment that provides an income that allows full participation in society.

We will use evidence based service planning using information on relative material, using the Indices of Multiple Deprivation (IMD) and population distribution and natural geographical communities. We will develop a Neighbourhoods Plan which reflects the different levels and types of needs within our communities across the 34 service planning areas.

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

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

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

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected

characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

The Strategy will impact on all residents who use county council services.

As we develop our corporate strategy framework, which includes supporting strategies and service delivery plans, we will assess the impact on the protected characteristics and complete the necessary equality analysis at that level.

Although we cannot be certain at this stage of the strategy development, it is acknowledged there will likely be an impact on some specific individual groups. From experience of completing previous equality analysis on services across the organisation the following protected characteristics have been impacted upon most, disability (all groups), age (older and younger), gender and ethnicity.

However, we are confident that services will have due regard to the requirements of the Public Sector Equality Duty when decision are being made and deliver the most effective services they can within the resources allocated.

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

-

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

N/A

Question 1 – Background Evidence

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

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

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

In developing the corporate strategy, we have identified the Strategic Outcomes and Priorities that the organisation will focus on. We will plan service delivery using the "baseline needs assessments for Lancashire service planning areas" (which includes information on population, age, deprivation, ethnicity, mosaic profiles).

The focus of the strategy is on enabling people to help themselves and build strong and resilient communities.

A copy of the Baseline needs assessments for Lancashire service planning areas is available here;

[put link in when available]

Question 2 – Engagement/Consultation

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

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

Not at this stage. We will commence our consultation on the Core Strategy in August and September 2015. We will then revisit the equality analysis for the Core Strategy prior to seeking final agreement on the Core Strategy in November 2015.

Question 3 – Analysing Impact

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

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

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

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities

- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

In order to plan service delivery, our Core Strategy proposes to use the 'Baseline needs assessments for Lancashire service planning areas' to help prioritise resources. At this stage it is not possible to identify the impact against protected characteristics groups however, in the decision making process we will have due regard to the Public Sector Equality Duty requirements and the Prevent Duty to minimise any negative impact on our communities.

We recognise the diversity of the population of Lancashire. People have different levels of need and what might be considered a good outcome for one person may not be the best or most appropriate outcome for another. We will design and deliver our services to meet the needs of people using them, within the resources available to us,

Question 4 –Combined/Cumulative Effect

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

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national

proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Yes, due to this continued period of austerity nationally, we recognise that there may be decisions on policy, funding, delivery of services for example, the Care Act, Social Value Act, Welfare Reform Act, CT&S Act 2015(Prevent), Extremism Bill and the Cities and Local Government Devolution Bill, that will have a combined cumulative effect on groups in Lancashire. However, we will endeavour to minimise the impact through processes such as performance management systems, strong decision making structures and equality analysis at service planning area levels.

Question 5 – Identifying Initial Results of Your Analysis

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

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

The development of the Core Strategy has been built upon strong research and intelligence, national policies and most importantly proposes an evidence base that reflects the needs of our communities ('Baseline needs assessments for Lancashire service planning areas') The Core Strategy will be reviewed following the further consultation with partners. The Equality Analysis will also be reviewed in line with the consultation feedback and the impact on protected characteristic groups will be considered.

Question 6 - Mitigation

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

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

Any mitigation will be managed through the planning and development stages of how we will deliver against our strategic outcomes and priorities. We will also complete an Equality Analysis at this level.

Question 7 – Balancing the Proposal/Countervailing Factors

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

This is the overarching strategy that sets out the county council's purpose, vision, priorities and resources and any impact will be analysed at service level.

Lancashire is a socially and geographically diverse county. How we meet needs will be different for different groups of citizens and different communities. Our resources are very limited and as a result our services will be tightly focussed on meeting statutory minimum requirements in relation to need. Beyond this our resources will be allocated in line with the priorities set out in this strategy.

Question 8 – Final Proposal

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

The corporate strategy will still be published for consideration by Cabinet with the recognition that it may impact on all protected characteristics. However, as mentioned throughout this whole analysis, where there will be an impact on a specific service to a specific characteristic, the relevant assessment will be carried out and due regard taken into consideration when the relevant councillor or officer takes the decision.

Question 9 – Review and Monitoring Arrangements

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

Because the strategy is evidence based we will constantly review and monitor performance, adapting activity to ensure that actions stemming from this strategy are robust, up to date and effective.

Equality Analysis Prepared By Lynne Johnstone

Position/Role Policy, Commissioning and Information Manager (Live Well)

Equality Analysis Endorsed by Line Manager and/or Service Head Dave Carr, Head of Policy, Information and Commissioning (Start Well)

Decision Signed Off By

Cabinet Member or Director

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

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

Service contacts in the Equality & Cohesion Team are:

Karen Beaumont – Equality & Cohesion Manager

Karen.beaumont@lancashire.gov.uk

Contact for Adult Services ; Policy Information and Commissioning (Age Well); Health Equity, Welfare and Partnerships (PH); Patient Safety and Quality Improvement (PH).

Jeanette Binns – Equality & Cohesion Manager

Jeanette.binns@lancashire.gov.uk

Contact for Community Services; Development and Corporate Services; Customer Access; Policy Commissioning and Information (Live Well); Trading Standards and Scientific Services (PH), Lancashire Pension Fund

Saulo Cwerner – Equality & Cohesion Manager

Saulo.cwerner@lancashire.gov.uk

Contact for Children's Services; Policy, Information and Commissioning (Start Well); Wellbeing, Prevention and Early Help (PH); BTLS

Pam Smith – Equality & Cohesion Manager

Pam.smith@lancashire.gov.uk

Contact for Governance, Finance and Public Services; Communications; Corporate Commissioning (Level 1); Emergency Planning and Resilience (PH).

Thank you

Cabinet

Meeting to be held on 12 August 2015

Report of the Interim Director of Financial Resources

| |
|--------------------------------------|
| Electoral Divisions affected: All |
|--------------------------------------|

Money Matters – 2015/16 Financial Position and Revised Medium Term Financial Strategy

(Appendices 'A', 'B' and 'C' refer)

Contact for further information:

Damon Lawrenson, (01772) 534715, Interim Director of Financial Resources

damon.lawrenson@lancashire.gov.uk

Executive Summary

This report provides the Financial Position as at 30th June 2015, the latest position in respect of the County Council's reserves and the County Council's updated financial outlook and Medium Term Financial Strategy for the period 2016/17 to 2020/21.

Financial Position as at 30th June 2015

An overspend is forecast on the revenue budget of £33.251m, in the main, due to a base budget pressure from 2014/15 totalling £24.838m and an additional 2015/16 emerging net pressure of £16.328m (after the application of earmarked reserves totalling £12.395m) offset by a net gain of £7.915m. This represents a net ongoing budget pressure of £45.646m. This is reflected in the financial outlook and Medium Term Financial Strategy.

The County Council's reserves position

The County Council is forecast to have £87.406m (excluding schools) in reserves at 31st March 2018, of which the County Fund will remain at £36.000m leaving £51.406m to finance the 2015/16 potential overspend, future downsizing and uncommitted service pressures. In addition, it would be currently prudent to allocate £33.251m against reserves as reported on the 2015/16 forecast outturn.

The Financial Outlook and Medium Term Financial Strategy

This report outlines the financial position facing Lancashire County Council over the period 2015/16 to 2020/21. The County Council is experiencing an on-going period of unprecedented financial pressure as a result of the government's extended programme of austerity combined with significant increases in demand for public services.

The County Council's three year Medium Term Financial Strategy (MTFS) was approved by Full Council in February 2015 covering the 2015/16 budget and the forecast position for 2016/17 to 2017/18. This identified a funding gap of £18.3m in 2016/17 and £8.1m in 2017/18 (£26.4m in total). The Council also agreed that the MTFS should be reviewed following the General Election in May 2015 to allow a revised revenue budget to be set out. It was also agreed that the period of the MTFS should be extended to cover the full life of the parliamentary term (to 2020/21).

This report has revised the assumptions in the MTFS for both funding and expenditure and extended the period to 2020/21. The funding gap is £223.200m.

Recommendations

The Cabinet is asked to:

- (i) Note the forecast overspend of £33.251m on the revenue budget in 2015/16 and ongoing pressure of £45.646m;
- (ii) Note the position in respect of the Council's reserves and to agree transfers outlined in the report; and
- (iii) Note the revised funding gap of £223.200m as set out in the revised financial outlook forecast for the Council.

Background and Advice

The detailed reports at Appendices 'A', 'B' and 'C' present the County Council's revenue position as at 30th June, the latest position in respect of the Council's reserves and an updated financial outlook and Medium Term Financial Strategy for the period 2016/17 to 2020/21.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

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

List of Background Papers

| Paper | Date | Contact/Tel |
|----------------------------------|-----------|---|
| Budget Monitoring Working Papers | July 2015 | Neil Kisson (01772 536154) Abbi Leech (01772 530808) |

Reason for inclusion in Part II, if appropriate

N/A

Money Matters

The County Council's Financial Position

As at 30th June, 2015

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Money Matters – Update on the County Council's Financial Position for 2015/16

1. Introduction

This report provides an update for Cabinet on the County Council's 2015/16 revenue financial position.

2. Summary of the Financial Position

This report provides a view on the Council's current financial performance and the anticipated position at the year end. The forecast is based on information to the end of June 2015 and is reflects the new organisational structure with detailed budget monitoring being undertaken at Head of Service level (Appendix 1 shows the forecast, budget and the variance between forecast and budget for each Head of Service spending area) and summarised in the main body of the report up to their appropriate management line e.g. the Director for Development and Corporate Services. The rationale resulting in all forecast variances +/- £0.1m are explained within the report along with any mitigating actions being put in place.

The 2014/15 outturn report which was considered by Cabinet on the 9th July 2015 contained some significant ongoing financial pressures where base budget provisions were inadequate to meet the cost of service provision.

The key areas of ongoing pressure highlighted were:

- Learning disability services £3.000m
- Physical disability services £2.300m
- Personal social care staffing £2.000m
- Mental health services £2.400m
- Adult social care transport £1.100m
- Children in need, child protection & looked after children £9.600m
- BTLS £6.900m

Since the 2014/15 outturn the nature of these pressures have been reviewed further as part of the budget monitoring process and the current forecast includes the following base budget pressures from 2014/15 totalling £24.838m:

- Learning disability services £5.733m
- Physical Support services £2.550m
- Personal social care staffing £2.069m
- Mental health services £2.175m
- Public & Integrated Transport £0.600m
- Children's services £4.461m
- BTLS £6.500m
- Libraries, Museums, Culture & Registrars £0.750m

Further additional net pressure detailed within the forecast totalling £16.328m includes the following

- Adults services £7.181m
- Children's services £0.178m
- Public Health & Wellbeing £0.409m
- Commissioning services £1.665m
- Development and Corporate services £2.991m
- Chief Executive £3.904m (this includes £4.000m potential loss of Public Health Grant)

The forecast includes the application of earmarked reserves of net £12.395m the details of which are highlighted throughout the report narrative below and are within the accompanying reserve paper.

Summary of reserve movements contained in this report:

| Service | To/From reserves | £'000 |
|---------------------------------|-------------------------|---------------|
| Traded Services | from | 152 |
| Traded Services | to | -208 |
| Corporate | to | -400 |
| Children's social care | from | 654 |
| Adoption/fostering | from | 1,130 |
| Safeguarding, inspection, audit | from | 650 |
| Skills, Learning & Development | from | 350 |
| School improvement | from | 22 |
| Corporate budget | to | -1,295 |
| Chief Exec – PFI Scheme | to | -870 |
| Health Systems development | from | 756 |
| Waste PFI Grant | from | 5,990 |
| Budget Contribution for 2015/16 | from | 5,464 |
| Total Net | | 12,395 |

As a result the Council is forecasting to overspend by £53.561m against a 2015/16 budget of £726.675m.

After applying an ongoing net gain of £7.915m, the structural net overspend in 2015/16 is £45.646m. This will add to the 2016/17 pressure and funding gap that will need to be addressed as part of the 2016/17 budget setting process. This has been factored into the MTFS.

The outturn of £33.251m in 2015/16 will be an in year call on reserves.

Further ongoing work is being undertaken to assess the deliverability of the budget agreed in both the Feb 2014 and Feb 2015 and Cabinet will be further updated as part of the quarter 2 report.

2.1 Recommendations

Note the current financial revenue forecast as at 30th June, 2015.

3. Section A

Key Issues emerging are as follows:

| REF | Service Grouping | Revised Annual Budget £'000 | Current Period Forecast £'000 | Current Period Forecast Variance £'000 | Current Period Forecast Variance % |
|-----|------------------------------------|--------------------------------|----------------------------------|---|---------------------------------------|
| 3.1 | ADULTS SERVICES | 291,975 | 311,683 | 19,708 | 7% |
| 3.2 | CHILDRENS SERVICES | 102,161 | 106,800 | 4,639 | 5% |
| 3.3 | COMMUNITY SERVICES | 175,666 | 176,090 | 424 | 0% |
| 3.4 | PUBLIC HEALTH & WELLBEING | 90,928 | 91,337 | 409 | 0% |
| 3.5 | LANCASHIRE PENSION FUND | -1,861 | -1,861 | 0 | 0% |
| 3.6 | COMMISSIONING | 29,953 | 31,618 | 1,665 | 6% |
| 3.7 | DEVELOPMENT AND CORPORATE SERVICES | 34,874 | 44,365 | 9,491 | 27% |
| 3.8 | SERVICE COMMUNICATIONS | 1,583 | 1,583 | 0 | 0% |
| 3.9 | CHIEF EXECUTIVE | 1,396 | -1,689 | -3,085 | -221% |
| | LCC (ALL) NARRATIVE TOTAL | 726,675 | 759,926 | 33,251 | 5% |

3.1 Operations and Delivery – Adult Services

The total net Adult Services revised budget in 2015/16 is £291.975m. As at the end of June 2015, the service is forecast to overspend by £19.708m which will largely remain as an ongoing pressure if not addressed. The 2014/15 base budget pressure within this total overspend is £12.527m.

Overspending on commissioned social care services accounts for £16.841m of this total. With a further £1.619m relating to social care assessment, care management and support staff and £1.892m relating to direct payments to service users that allow individuals to arrange their own care. This is marginally offset by underspending of £0.200m on care services delivered in-house and a total underspending of £0.444m across a number of other service areas.

| REF | Service Grouping | Revised Annual Budget £'000 | Current Period Forecast £'000 | Current Period Forecast Variance £'000 | Current Period Forecast Variance % |
|-------|-------------------------------|--------------------------------|----------------------------------|---|---------------------------------------|
| 3.1.1 | ADULT SERVICES | 524 | 508 | -16 | -3% |
| 3.1.2 | DISABILITY (adults) | -4,092 | -4,452 | -360 | -9% |
| 3.1.3 | OLDER PEOPLE | -143 | 17 | 160 | 112% |
| 3.1.4 | SAFEGUARDING (adults) | 27,220 | 30,959 | 3,739 | 14% |
| 3.1.5 | SOCIAL CARE SERVICES (adults) | 268,466 | 284,651 | 16,185 | 6% |
| | ADULTS SERVICES TOTAL | 291,975 | 311,683 | 19,708 | 7% |

3.1.2 Disability Service

- This service is forecast to underspend by £0.360m.
- Within this total day services are forecast to underspend by £1.015m. This service is currently being reviewed and redesigned and as such the underspend is being held to off-set overspending in other areas as service plans are being developed.
- Domiciliary care services are forecast to overspend by £0.586m. The budgeted savings plan included the transfer of some elements of the service in 2014/15 to independent sector providers in order to deliver the requisite savings in 2015/16, however, £0.172m of this saving was not achieved. The remaining overspend relates to forecast staffing costs being higher than budget.

3.1.3 Older People – in-house care services

- Older People Care services are forecast to overspend by a total £0.160m.
- Included within this total, the core service delivery budget delivering care through the operation of 17 care homes and 14 day centres is forecast to overspend by £0.434m largely due to reduced occupancy in 2 homes and a reduction in income from Clinical Commissioning Groups (CCGs).
- This is offset by underspending of £0.233m through active control of management and support costs.

3.1.4 Safeguarding

This service is forecast to overspend by £3.739m overall, with the significant areas of variance detailed below.

Mental Health - Residential

- Mental Health residential care is forecast to overspend by £2.741m of which the base budget pressure from 2014/15 is £2.175m.
- The current year's forecast overspend is due to the full year effect of the previous year's growth.
- Since April 2014 there has been a 19% increase in the number of service users and a 5% increase in the average weekly cost of care packages over the same time period.
- There are currently 291 clients supported via this service.
- The forecast assumes that the service user numbers will continue at the level as at the end of 2014/15 i.e. no further growth is assumed in service user numbers, with the expectation that any further demand will be managed by package of care reviews allowing service users to be stepped down into less costly and more appropriate care settings.
- The average weekly cost is also assumed to continue at the current rate i.e. no further increase has been forecast, assuming that average weekly cost will be subject to review and close management.
- These reviews form part of the three programmes 'Moving on from Intensive Support', 'Residential and Nursing Home Framework' and 'Pathway Navigation' that are being delivered through the new Recommissioning Mental Health Services Programme Board.
- It is difficult to predict the outcome of this work, and as such the progress and impact will be closely monitored.

Mental Health - Home Care

- Mental Health Home Care services are forecast to overspend by £1.090m.
- In 2014/15 service user numbers increased by 58%.
- In the year to date service user numbers have increased by 6%.
- Average care package costs increased by 16% in 2014/15 and continue to rise with an increase in the year to date of around 5%.
- The forecast assumes no further growth in service user numbers or average care package costs and forecasts forward at the average level achieved in the current year to date.
- No further growth is assumed in 2015/16 due to the work ongoing under the programme 'Domiciliary Care Framework' delivered through the new Recommissioning Mental Health Services Programme Board involving the exploration of other models of support (outcome based, shared support, 1:1) and the development of a domiciliary care provider specification including rehab principles. It is difficult to predict the outcome of this work, and as such the progress and impact will be closely monitored.
- The rapid rise in service user numbers has raised significant concerns regarding the quality of the underlying activity data which is driven by the inputs into LAS (Liquid Logic Adults System) from social workers and other operational staff, particularly where packages of care are not always appropriately ceased on the system and therefore can still appear as open cases.
- Entries into LAS for this service are largely input by Lancashire Care Foundation Trust (LCFT) managed staff, and work is underway with colleagues in LCFT to expedite a resolution.



Mental Health - Staff

- Mental Health Staff operate under a joint arrangement with LCFT carrying out Mental Health social work on behalf of the Council.
- The gross employee expenditure for this service is £8.278m which is jointly funded by LCC, CCGs and LCFT.
- The service is forecast to underspend by £0.232m due to longstanding vacancies held.

Safeguarding - Staff

- This area of service is forecast to overspend by £0.253m due to a base budget pressure from 2014/15.

3.1.5 Social Care Services (Adults)

Changes in statutory reporting requirements has meant the previous client groups of 'Older People' and 'Physical Disability' have now been combined to form the new client group 'Physical Support'.

The total budget for this service area is £268.466m and is forecast to overspend by £16.185m which if unaddressed will largely remain as a pressure in 2015/16 onwards. Of which the base budget pressure from 14/15 is £10.352m. The significant areas of variance are detailed below.

Social Care – Staff

- The service is due to overspend due to a base budget pressure from 14/15 of £2.069m.
- This service area contains the expenditure budget for social work staff delivering assessment and care management services across all client groups excluding Mental Health.
- The service is currently experiencing significant demand pressure in cases which is preventing any reduction in staff numbers to deliver cost savings.

Operational Administration

- Forecast to underspend by £0.136m through delays in filling staffing vacancies.

Physical Support – Direct Payments

- Direct payments are a means of providing a payment to a service user to allow them to arrange their own care alternative to the Council commissioning services on their behalf.
- This area of service is forecast to overspend by £1.913m pressure from 2014/15 and in the main, to on-going demand.
- In 2014/15 the number of people receiving a direct payment for this client group increased by 9% and in the year to date service user numbers have already increased by around 12%.
- In 2014/15 service user numbers increased in the first quarter by just 4%.
- There are currently 1,899 clients supported via this service.

- The current forecast includes a projected growth in the number of service users in 2015/16 of 12%.

Physical Support – Home Care

- This service is forecast to overspend by £1.903m including base budget pressure from 2014/15 of £0.637m
- In 2014/15 the number of people receiving home care for this client group increased by 4% and in the year to date service user numbers have increased by around 1.5%.
- There are currently 6,054 clients supported via this service.
- The current forecast includes a projected growth in the number of service users in 2015/16 of 1.5%.
- There is a reluctance to extrapolate the first quarter's increase as the rapid rise in service user numbers has raised significant concerns regarding the quality of the underlying activity data which is driven by the inputs into LAS (Liquid Logic Adults System) from social workers and other operational staff, particularly where packages of care are not always appropriately ceased on the system and therefore can still appear as open cases.

Learning Disabilities

- Learning Disability services include the provision of care services including residential and nursing care, but predominantly supported living and direct payments. Services are commissioned via a pooled fund arrangement with the six Lancashire CCGs. The LCC share of the service is forecast to overspend by £11.150m.
- The forecast overspend contains on-going demand pressure from 2014/15 of £5.733m.
- The budget was increased by a net £7.791m to allow for volume and price increases and other adjustments.
- The full year effect of the increase in service user activity in 2014/15 is forecast to increase spending by £0.489m, with a further increase in service user activity forecast for 2015/16 of £1.111m.
- Additionally, payments to suppliers is forecast to increase by a net £0.463m due to backdated payments and rationalising the use of out of area placements.
- The budget has been reduced by £13.505m to reflect service offers and other savings agreed as part of the February 2014 budget. £2.360m of these savings are forecast to be achieved.

Purchasing General

- This service is forecast to underspend by £0.492m through controlling costs by reducing non-essential spending.

Care Act funding Future Risk

The Council was notified that it was to receive specific grant funding and funding via the Better Care Fund for the implementation of the social care reforms that came into force from April 2015 and the preparation necessary for the Funding reforms to be implemented in future years resulting from the Care Act. Of the £10.500m due to be

received, the current forecast for Adult Services includes the application of £1.600m. Although the remaining funding of £8.900m is fully committed, there are some elements such as the increase in spending on Carers which may take more than one year to achieve and therefore the funding will be applied when the additional expenditure is incurred. We are reviewing the ongoing impact of this.

3.2 Operations and Delivery – Children's Services

| REF | Service Grouping | Revised Annual Budget £'000 | Current Period Forecast £'000 | Current Period Forecast Variance £'000 | Current Period Forecast Variance % |
|-------|---|--------------------------------|----------------------------------|---|---------------------------------------|
| 3.2.1 | CHILDREN'S SERVICES | -1,789 | -2,223 | -434 | -24.3% |
| 3.2.2 | ADOPTION & FOSTERING, RESIDENTIAL AND YOT | 25,206 | 25,014 | -192 | -1% |
| 3.2.3 | SAFEGUARDING, INSPEC. & AUDIT | 5,383 | 5,383 | 0 | 0% |
| 3.2.4 | CHILDREN SOCIAL CARE | 52,253 | 59,189 | 6,936 | 13% |
| 3.2.5 | SCHOOL IMPROVEMENT (o.side SCOPE) | 7,250 | 7,250 | 0 | 0% |
| 3.2.6 | SPECIAL EDUCATION NEEDS & DISABILITY | 17,196 | 15,525 | -1,671 | -10% |
| 3.2.7 | TRADED SERVICES (START WELL) | -3,338 | -3,338 | 0 | 0% |
| | CHILDRENS SERVICES TOTAL | 102,161 | 106,800 | 4,639 | 5% |

3.2.1 Children's Services

- Underspends have been identified on central Children's Services budgets including £0.100m relating to management costs.
- £0.322m relating to Children's Social Care savings that have been delivered earlier than planned in 2015/16 rather than 2016/17.

3.2.2 Adoption, Fostering, Residential and YOT

Adoption, Fostering, Residential and YOT are expected to underspend by £0.192m. This includes the application of £1.130m from reserves

- £0.956m underspend relates to in-house fostering allowances.
- £0.695m overspends on the Overnight Short Breaks (ONSB) Service and £0.069m on staff (largely casuals).
- A review of all placement budgets is required across Adoption, Fostering, Residential and YOT, Children's Social Care and Special Education Needs and Disability, with a view to realigning budgets to reflect current and anticipated levels of spend. The forecast overspend on the ONSB Service represents an under-achievement of service offer savings relating to the timing of the merger and closure of a number of units.

Further underspends could result from the government's recent decision to allocate £30m of funding nationally to support the adoption reform programme over a 12 month

period. The scheme will reimburse local authorities for the cost of the adoption inter-agency fee paid when placing children with another local authority or by a voluntary adoption agency. The scheme is targeted at 'harder to place children' and access to funding will be based on 'eligible' inter-agency matches from 8th July 2015, as opposed to local authorities receiving a specified funding allocation. Further work is required to assess the financial impact of the availability of the additional funding to the authority. If funding is not available this will be a pressure in future years.

3.2.3 Safeguarding, Inspection and Audit

This forecast includes the application of £0.650m from reserves.

3.2.4 Children's Social Care

Children's Social Care is expected to overspend by £6.936m in 2015/16. This includes the application of £0.654m from reserves.

- £4.461m base budget pressure from 2014/15 relates to agency placements which includes fostering and residential placements with external providers. The forecast reflects historical demand pressures and previous overspends, however, the forecast for agency foster care placements does take account of a fall in numbers of children placed. This will be kept under review to determine whether this trend continues and the resulting financial impact.
- An overspend of £2.594m is forecast on family support which covers assistance to families, residence orders, special guardianship orders and other payments.
- Overspends of £0.180m across a number of staffing teams.
- Underspend of £0.200m on in-house fostering
- Underspend of £0.100m on other expenditure predominantly relating to the cost of CRB checks.

As highlighted earlier, a review of all placement budgets is required across Adoption, Fostering, Residential and YOT, Children's Social Care and Special Education Needs and Disability, with a view to realigning budgets to reflect current and anticipated levels of spend.

3.2.5 School Improvement

This forecast includes the application of £0.022m from reserves.

3.2.6 Special Education Needs and Disability (SEND)

- Underspends of £1.671m are forecast on SEND agency placements which includes family support and residential and foster care placements with external providers. Again a review of all placement budgets is required across Adoption, Fostering, Residential and YOT, Children's Social Care and Special Education Needs and Disability, with a view to realigning budgets to reflect current and anticipated levels of spend.
- Lancashire Break Time is expected to cost approx. £1.5m in 2015/16.

Further underspends are likely to emerge during the coming months including possible underspends resulting from staff vacancies and continuing difficulties in recruiting

specialist staff such as Education Psychologists. Further work is required with service managers to determine the potential level of underspend over and above that reported but initial estimates suggest that this could be in the region of £0.250m.

3.2.7 Traded Services (Start Well)

This forecast includes the application of a net contribution to reserves of £0.056m.

Items not included within the current forecast

A possible risk of not achieving approximately £0.838m of service offer savings on Traded Services in 2015/16 has been identified. Further work will be undertaken with service managers over the coming weeks to confirm the scale of any potential overspend and as such this has not been reported at this stage.

3.3 Operations and Delivery – Community Services

| REF | Service Grouping | Revised Annual Budget £'000 | Current Period Forecast £'000 | Current Period Variance £'000 | Current Period Variance % |
|-------|--|--------------------------------|----------------------------------|----------------------------------|------------------------------|
| 3.3.1 | COMMUNITY SERVICES | 117 | 117 | 0 | 0% |
| 3.3.2 | CUSTOMER ACCESS | 3,726 | 3,646 | -80 | -2% |
| 3.3.3 | OPERATIONS AND DELIVERY | 155 | 155 | 0 | 0% |
| 3.3.4 | PUBLIC & INTEGRATED TRANSPORT | 56,194 | 56,194 | 0 | 0% |
| 3.3.5 | LIBRARIES, MUSEUMS, CULTURE & REGISTRARS | 15,087 | 15,479 | 392 | 3% |
| 3.3.6 | HIGHWAYS | 30,166 | 29,359 | -807 | -3% |
| 3.3.7 | WASTE MGT | 70,221 | 71,140 | 919 | 1% |
| | COMMUNITY SERVICES TOTAL | 175,666 | 176,090 | 424 | 0.2% |

3.3.4 Public & Integrated Transport

- Community transport is showing a predicted underspend of £0.600m mainly due to the £0.500m investment agreed as part of the 2014/15 budget to further fund such schemes which to date has no firm plans to be spent.
- Travelcare is showing a predicted base budget pressure from 2014/15 of £0.600m in relation to adult social care transport. This has reduced since 2014/15 reflecting the realignment of budgets to better reflect current spending levels with Public Bus contracts and concessionary travel in particular having offsetting underspends which have resolved some of the 2014/15 outturn issues due to demand and price pressures being managed within these areas.

Items not included within the current forecast

In total Public & Integrated Transport looks able to support their current activities within budget. However further review work is needed on fleet services to ensure year end adjustments for 2014/15 were accurate. Demand will need to be closely

monitored within the Travelcare service as this will potentially be affected by increases in demand from Adult Social Care.

These further potential pressures could be mitigated as Concessionary Travel has shown a decreasing trend in Nowcard usage amongst those who are already eligible. On average, there has been a 2% decrease in passenger numbers year on year, however there has been a 5% drop in this year's activity to date and this will be closely monitored to understand the reasoning behind this and likelihood of this continuing. Currently we have not included any additional saving over the 2% decrease for this year within the monitoring however this could result in a further £0.500m saving.

3.3.5 Libraries, Museums, Culture & Registrars

- The service are struggling to achieve previously allocated budget reductions through efficiencies or existing policy options, reductions have been made in year around service running costs giving a forecast base budget pressure from 14/15 of £0.750m.

To reduce this gap further would mean a change or reduction to the current model of service provision i.e. use of volunteers, library closures, reduced hours or reducing the investment in the book stock.

- The registration service has reduced their running costs and is attracting new business income resulting in a forecast underspend of £0.358m, which is likely to reoccur in future years.

3.3.6 Highways

- Street lighting energy predicted underspend of £0.807m in year following further analysis of the year end position. Through a review of the bills received late in the year end process from the supplier it has become apparent that EDF overcharged the Authority in 2014-15 by £0.775m and therefore the service will show a one-off reduced spend in 2015/16 as a result of this overcharging being refunded.

Items not included within the current forecast

Although not reported at this stage, due to changes to the Authority's Flood Risk responsibility we have now adjusted the way in which the team will be funded and are now relying on pre-application fees income to support some of the team costs. This is a new market which has therefore not been tested and could pose a risk of £0.100m.

Similarly there may be additional income to that forecasted from Section 38 income should it continue at the level achieved in 2014/15, however this is dependent on a continued buoyant developer market. It is also possible that any additional income could be offset by a shortfall in highways damages recovery and roundabout sponsorship income. Revised forecasts will be presented as these risks and opportunities become clearer.

3.3.7 Waste Management

Waste had previously highlighted the following risks totalling £10.490m in terms of revenue costs in 2015/16:

- The cost of disposing of excess green waste, previously picked up by GRLOL (Global Renewables Lancashire Operations Limited) directly, which has increased by £0.600m.
- Recyclate income which has dropped considerably against the level originally budgeted resulting in an over spend of £2.100m. However alternative markets are being investigated and there is potential for this position to improve over the year.
- Increased insurance costs of £1.800m have materialised in year. However investment in a fire prevention system is underway which should ultimately reduce these costs in future years.
- Although no final decision has been made around continuation of the PFI Grant, if it isn't forthcoming, would result in a pressure of £5.990m. Within the 2015/16 forecast position the earmarked reserve has been applied.

Steps have been taken where possible to reduce this burden which include

- GRLOL being tasked with reducing their operating costs, this is currently estimated at £0.600m however plans may result in further savings.
- The decision to mothball part of the waste treatment plant has been taken which will save the Authority a predicted £0.500m in year and this could potentially increase.
- Cost reductions have been seen in the Household Waste Recycling Centres with an additional £0.300m saving forecasted for the year relating to the agreed reduction in opening hours, weekend and bank holiday resulting in reduced overtime payments along with income now being received from the change in policy to charge individuals for inert waste.
- The costs of landfill have also reduced by £1.900m due to improved diversion rates and cheaper options for offtakes.
- Transport costs have also reduced by £0.200m due to offtakes and the cost of transport being borne by those customers.

3.4 Operations and Delivery – Public Health and Wellbeing Services

| REF | Service Grouping | Revised Annual Budget £'000 | Current Period Forecast £'000 | Current Period Forecast Variance £'000 | Current Period Forecast Variance % |
|-------|--|--------------------------------|----------------------------------|---|---------------------------------------|
| 3.4.1 | DIRECTOR OF PUBLIC HEALTH & CONSULTANTS | 508 | 309 | -199 | -39% |
| 3.4.2 | PUBLIC HEALTH & WELLBEING | 137 | 148 | 11 | 8% |
| 3.4.3 | EMERGENCY PLANNING & RESILIENCE | 1,284 | 1,352 | 68 | 5% |
| 3.4.4 | HEALTH EQUITY, WELFARE & PARTNERSHIPS | 7,302 | 7,302 | 0 | 0% |
| 3.4.5 | PATIENT SAFETY & QUALITY IMPROVEMENT | 3,520 | 3,087 | -433 | -12% |
| 3.4.6 | TRADING STANDARDS & SCIENTIFIC SERVICES | 3,174 | 3,284 | 110 | 3% |
| 3.4.7 | WELLBEING, PREVENTION & EARLY HELP | 75,003 | 75,855 | 852 | 1% |
| | PUBLIC HEALTH & WELLBEING TOTAL | 90,928 | 91,337 | 409 | 0.4% |

3.4.1 Director of Public Health & Consultants

- Staffing savings of £0.199m have been highlighted within the management structure due to vacancies and delayed recruitment of consultants.

3.4.4 Health Equity, Welfare & Partnerships

Variances currently anticipated to be managed within the service.

Items not included within the current forecast

Due to the decision taken to transfer the driver referral courses mid-year over to the Police, the Authority will be left with a shortfall part-year effect of £0.107m as the income charging scheme not only recovered direct running costs but also contributed to overheads. It is anticipated that this shortfall will be met by close management of the revenue budget or if necessary, by utilising earmarked reserves.

The school crossing patrol service is currently forecasting a small revenue underspend of £0.130m. However further schemes are being introduced, in accordance with the commitment of Cabinet to support this. It is anticipated that the underspend will reduce as a result of meeting these additional costs. A budget reduction in 2016/17 onwards causes a budget pressure of £0.400m in future years if the service is to remain at current levels. Cabinet approved a reserve provision of £1.500m which could offset this pressure for a time.

The cost of commissioning domestic abuse services is currently funded by contributions from a range of agencies. A revenue funding gap of £0.700m is currently anticipated, which is proposed to be covered via the Domestic Abuse reserve. Management is currently working with partners to develop a sustainable

solution to the commissioning of these services. Reserves are time limited and can currently support the service at its current level for part of 2016/17.

3.4.5 Patient Safety & Quality Improvement

- This service is forecast to underspend by £0.433m due to vacant posts within the current staffing structure and controlling costs by reducing non-essential spending.

3.4.6 Trading Standards & Scientific Services

- Safer trader staffing is forecasting to overspend by £0.110m as these costs are unable to be managed within the service.

3.4.7 Wellbeing, Prevention & Early Help

- The Public Health Grant was initially frozen in 2015/16 with an estimated loss of £2.000m additional grant income and then further reduced in year by £4.000m the service is facing an estimated £6.000m pressure, the £4.000m grant pressure is shown under large specific grants within the Chief Executive budget section but the £2.000m pressure remaining a savings target within the service.
- An additional pressure on Health Checks has been forecast of £0.520m due to service offer savings not being achieved at this stage.
- Recurrent under spends on the commissioned contracts for £0.150m Tobacco, £0.150m Substance Misuse, £0.670m Sexual Health, £0.500m Mental Health and £0.200m Integrated wellbeing have gone towards offsetting these pressures.

Items not included within the current forecast

The prescribing costs and local area enhanced agreements as part of the commissioned contracts still pose a potential pressure and work is ongoing to resolve these along with determining the call on integrated wellbeing monies set aside for the wellbeing workers service.

3.5 Within the Lancashire Pension Fund

| REF | Service Grouping | Revised Annual Budget £'000 | Current Period Forecast £'000 | Current Period Forecast Variance £'000 | Current Period Forecast Variance % |
|-------|--------------------------------------|--------------------------------|----------------------------------|---|---------------------------------------|
| 3.5.1 | LANCASHIRE PENSION FUND | -30 | -30 | 0 | 0% |
| 3.5.2 | CHIEF INVESTMENT OFFICER | 140 | 140 | 0 | 0% |
| 3.5.3 | DEPUTY CHIEF INVESTMENT OFFICER | 101 | 101 | 0 | 0% |
| 3.5.4 | INVESTMENT PORTFOLIO MANAGER | -521 | -521 | 0 | 0% |
| 3.5.5 | YOUR PENSION SERVICE | -1,579 | -1,579 | 0 | 0% |
| 3.5.6 | POLICY & COMPLIANCE | 28 | 28 | 0 | 0% |
| | LANCASHIRE PENSION FUND TOTAL | -1,861 | -1,861 | 0 | 0% |

There is a £0.975m pressure in 2015/16 that will be financed through the current charges to the pension fund however this will be a pressure to be financed in 2016/17 onwards.

3.6 Within the Commissioning Services

| REF | Service Grouping | Revised Annual Budget £'000 | Current Period Forecast £'000 | Current Period Forecast Variance £'000 | Current Period Forecast Variance % |
|--------|--|--------------------------------|----------------------------------|---|---------------------------------------|
| 3.6.1 | COMMISSIONING | 166 | 159 | -7 | -4% |
| 3.6.2 | CORPORATE COMMISSIONING | 137 | 137 | 0 | 0% |
| 3.6.3 | ASSET MGT | 2,788 | 2,788 | 0 | 0% |
| 3.6.4 | PROCUREMENT | 1,856 | 1,856 | 0 | 0% |
| 3.6.5 | AREA PUBLIC SERVICE INTEGRATION | 470 | 457 | -13 | -3% |
| 3.6.6 | POLICY, INFO. & COMMISSION START WELL | 1,055 | 1,055 | 0 | 0% |
| 3.6.7 | POLICY, INFO. & COMMISSION LIVE WELL | 1,383 | 1,383 | 0 | 0% |
| 3.6.8 | POLICY, INFO. & COMMISSION AGE WELL | 640 | 640 | 0 | 0% |
| 3.6.9 | GOVERNANCE, FINANCE & PUBLIC SERVICES | 140 | 140 | 0 | 0% |
| 3.6.10 | FINANCIAL RESOURCES | 101 | 101 | 0 | 0% |
| 3.6.11 | OFFICE OF THE POLICE AND CRIME COMMISSIONER TRES | -16 | -16 | 0 | 0% |
| 3.6.12 | FINANCIAL MGT (OPERATIONAL) | 2,277 | 2,277 | 0 | 0% |
| 3.6.13 | FINANCIAL MGT (DEVELOPMENT AND SCHOOLS) | 277 | 277 | 0 | 0% |
| 3.6.14 | CORPORATE FINANCE | 853 | 853 | 0 | 0% |
| 3.6.15 | EXCHEQUER SERVICES | 4,168 | 4,168 | 0 | 0% |
| 3.6.16 | LEGAL, DEMOCRATIC & GOVERNANCE | 101 | 101 | 0 | 0% |
| 3.6.17 | LEGAL AND DEMOCRATIC SERVICES | 12,860 | 14,545 | 1,685 | 13% |
| 3.6.18 | INTERNAL AUDIT | 697 | 697 | 0 | 0% |
| | COMMISSIONING TOTAL | 29,953 | 31,618 | 1,665 | 6% |

3.6.17 Legal and Democratic Services

It expected that Legal and Democratic Services will overspend by £1.685m in 2015/16.

- £0.353m relates to Coroner Services and includes forecast overspends on staff, various fees for services provided (toxicology, pathology, mortuary fees, etc.) and SLA's with other Local Authorities.
- £1.332m relates to overspends on staff, agency costs and legal fees within Legal Services resulting from continuing increases in numbers of child protection cases.

No other variances are currently forecast within commissioning services.

3.7 Within the Development and Corporate Services

| REF | Service Grouping | Revised Annual Budget £'000 | Current Period Forecast Variance £'000 | Current Period Forecast Variance £'000 | Current Period Forecast Variance % |
|--------|---|--------------------------------|---|---|---------------------------------------|
| 3.7.1 | BUSINESS GROWTH | 81 | 81 | 0 | 0% |
| 3.7.2 | CORE BUSINESS SYSTEMS/TRANSFORMATION | 14,193 | 20,693 | 6,500 | 46% |
| 3.7.3 | CORPORATE SERVICES | 99 | 99 | 0 | 0% |
| 3.7.4 | DESIGN and CONSTRUCTION | 3,654 | 3,654 | 0 | 0% |
| 3.7.5 | DEVELOPMENT AND CORPORATE SERVICES | 143 | 143 | 0 | 0% |
| 3.7.6 | ECONOMIC DEVELOPMENT | 1,317 | 1,317 | 0 | 0% |
| 3.7.7 | ESTATES | 1,787 | 1,787 | 0 | 0% |
| 3.7.8 | FACILITIES MGT | 3,939 | 4,639 | 700 | 18% |
| 3.7.9 | HEALTH & CARE SYSTEMS DEVELOPMENT | 730 | 863 | 133 | 18% |
| 3.7.10 | HUMAN RESOURCES | 1,175 | 1,175 | 0 | 0% |
| 3.7.11 | LEP COORDINATION | 81 | 81 | 0 | 0% |
| 3.7.12 | LANCASHIRE ADULT LEARNING | -2,485 | -527 | 1,958 | 79% |
| 3.7.13 | PLANNING AND ENVIRONMENT | 2,622 | 2,622 | 0 | 0% |
| 3.7.14 | PROGRAMME OFFICE | 2,586 | 2,586 | 0 | 0% |
| 3.7.15 | PROGRAMMES & PROJECT MGT | 117 | 117 | 0 | 0% |
| 3.7.16 | SKILLS, LEARNING & DEVELOPMENT | 4,754 | 4,954 | 200 | 4% |
| 3.7.17 | STRATEGIC ECONOMIC DEVELOPMENT | 81 | 81 | 0 | 0% |
| | DEVELOPMENT AND CORPORATE SERVICES TOTAL | 34,874 | 44,365 | 9,491 | 27% |

3.7.2 Development and Corporate Services

Core Business Systems/Transformation – In particular BTLS

- A overspend on CLEO of £1.6m. This was anticipated at the time of the renegotiation of the contract and is offset by provisions within reserves in accordance with the January 2014 Cabinet Report.
- An under provision of budget against the contracted expenditure of £1.4m.
- Several budget adjustments, reflected in the former OCL contract, which should have been made to the 2014/15 budget, following the renegotiation of the contract, totalling £5.1m. The lack of these budget adjustments have persisted in the 2015/16 accounts.
- A £1.6m non-recurring underspend in respect of the contract with West Lancashire BC.

3.7.8 Facilities Management

- There is a £0.700m remaining pressure resulting from the 2015/16 service offer which is to be considered further as part of the property rationalisation review.

3.7.9 Health and Care Systems

- The service is forecast to overspend by £0.133m, due to the budget being less than the posts transferred in the phase 1 structure. This position includes the application of £0.756m of reserves.

3.7.12 Lancashire Adult Learning

- Lancashire Adult Learning is forecast to overspend by £1.958m. This is as due to the non-achievement of budgeted income targets and agreed savings, particularly in light of a recent OFSTED report and resulting reduction in Adult Skills funding.

3.7.16 Skills, Learning and Development

- Overspends of £0.200m are expected on Skills, Learning and Development budget due to reductions in grant funding.

This forecast includes the application of £0.350m from reserves.

3.8 Within Service Communications

| REF | Service Grouping | Revised Annual Budget £'000 | Current Period Forecast £'000 | Current Period Forecast Variance £'000 | Current Period Forecast Variance % |
|-------|-------------------------------------|--------------------------------|----------------------------------|---|---------------------------------------|
| 3.8.1 | SERVICE COMMUNICATIONS | 1,583 | 1,583 | 0 | 0% |
| | SERVICE COMMUNICATIONS TOTAL | 1,583 | 1,583 | 0 | 0% |

No variance reported.

3.9 Within Chief Executive Services

| REF | Service Grouping | Revised Annual Budget £'000 | Current Period Forecast £'000 | Current Period Forecast Variance £'000 | Current Period Forecast Variance % |
|-------|--|--------------------------------|----------------------------------|---|---------------------------------------|
| 3.9.1 | CHIEF EXECUTIVE | 274 | 286 | 12 | 4% |
| 3.9.2 | BUSINESS SUPPORT | 0 | 0 | 0 | 0% |
| 3.9.3 | CONTINGENCIES | 1,324 | 519 | -805 | -61% |
| 3.9.4 | NON SERVICE ISSUES CORPORATE BUDGETS | 76,214 | 70,030 | -6,184 | -8% |
| 3.9.5 | LARGE SPECIFIC GRANTS TO SUPPORT THE AUTHORITY | -76,416 | -72,524 | 3,892 | 5% |
| | CHIEF EXECUTIVE TOTAL | 1,396 | -1,689 | -3,085 | -221% |

3.9.3 Contingencies

Underspends of £0.805m are expected on various contingencies budgets.

3.9.4 Non Service Issues Corporate Budgets

This forecast includes a contribution to the County Council Election reserve of £0.400m, a revenue contribution to capital outlay of £1.295m, a net contribution to the CYP PFI reserves of £0.870m and a contribution of £5.464m from the Downsizing reserve.

Treasury Management

| | Budget 15/16 £'000 | Forecast Jun-15 £'000 | Surplus (-) /Deficit £'000 |
|-------------------|--------------------------|-----------------------------|----------------------------------|
| MRP | 37,085 | 30,103 | -6,982 |
| Interest Paid | 22,308 | 22,973 | 665 |
| Interest Received | -12,710 | -12,529 | 181 |
| Grants | 280 | 280 | 0 |
| Total | 46,403 | 40,267 | -6,136 |

The forecast surplus is largely due to the reduced Minimum Revenue Provision (MRP) charge anticipated in 2015/16. There are two principal reasons for the MRP reduction.

- The refinancing of the waste recycling centres was initially anticipated to be repaid on a straight line basis. However, the decision has been taken to make the repayment on an annuity basis. This has resulted in a reduced MRP of some £5.6m. It is estimated to be a similar amount for the next two years.

- When calculating the estimated MRP it was planned to apply up to £39m of borrowing in 2014/15. Due to the re-phasing of the Capital Programme this borrowing was not required thereby reducing requirement to charge the MRP in 2015/16. The saving on the MRP is offset by the agreed contribution towards the Todmorden Curve Rail project £0.800m which was not in the original budget.

3.9.5 Large Specific Grants to Support the Authority

- Underspends of £0.108m relate to higher than budgeted Education Services Grant (ESG) offset by lower than budgeted Extended Rights to Free School Travel Grant. Actual ESG received could vary dependent on conversions to academies during 2015/16. The Extended Rights to Free School Travel has fallen from £0.749m in 2014/15 to £0.597m in 2015/16.
- Public Health Grant overspend of £4.000m due to predicted loss of grant in year.

Appendix 1 – The 2015/16 Revenue Budget Detail

Appendix 1.1 - Adult Services

| Level E - Cost Centre Description | Revised Annual Budget £'000 | Current Period Forecast (ORACLE) £'000 | Current Period Forecast Variance (ORACLE) £'000 |
|---------------------------------------|--------------------------------|---|--|
| ADULT SERVICES | | | |
| DIR - ADULT SERVICES | 524.0 | 508.0 | -16.0 |
| ADULT SERVICES TOTAL | 524.0 | 508.0 | -16.0 |
| DISABILITY (adults) | | | |
| ADULT DISABILITY SERVICE | -1,729.0 | -1,743.5 | -14.5 |
| ADULT DISABILITY DAY SERVICE | -1,103.0 | -2,118.0 | -1,015.0 |
| ADULT DISABILITY DOM SERVICE | -1,483.0 | -897.0 | 586.0 |
| ADULT DISABILITY SHORT BREAKS SERVICE | -449.0 | -450.0 | -1.0 |
| SHARED LIVES | 672.0 | 756.0 | 84.0 |
| DISABILITY (adults) TOTAL | -4,092.0 | -4,452.5 | -360.5 |
| OLDER PEOPLE | | | |
| RESIDENTIAL/REHABILITATION | -924.0 | -490.0 | 434.0 |
| DAY CARE | -291.0 | -332.0 | -41.0 |
| SUPPORT SERVICES | 1,072.0 | 839.0 | -233.0 |
| OLDER PEOPLE TOTAL | -143.0 | 17.0 | 160.0 |
| SAFEGUARDING (adults) | | | |
| SAFEGUARDING STAFF | 2,770.0 | 3,023.1 | 253.1 |
| MENTAL HEALTH STAFF | 5,396.0 | 5,164.0 | -232.0 |
| MENTAL HEALTH-DAY CARE | 690.0 | 671.0 | -19.0 |
| MENTAL HEALTH -DIRECT PAYMENTS | 2,280.0 | 2,259.0 | -21.0 |
| MENTAL HEALTH-HOME CARE | 3,441.0 | 4,531.0 | 1,090.0 |
| MENTAL HEALTH-RESIDENTIAL | 8,246.0 | 10,987.0 | 2,741.0 |
| MENTAL HEALTH-NURSING | 2,263.0 | 2,247.0 | -16.0 |
| MENTAL HEALTH-OTHER SOCIAL CARE | 122.0 | 128.0 | 6.0 |
| MENTAL HEALTH BLOCK CONTRACT | 2,012.0 | 1,949.0 | -63.0 |

| | | | |
|--|------------------|------------------|-----------------|
| SAFEGUARDING (adults) TOTAL | 27,220.0 | 30,959.1 | 3,739.1 |
| SOCIAL CARE SERVICES (adults) | | | |
| SOCIAL CARE STAFF | 13,542.0 | 15,357.6 | 1,815.6 |
| OPERATIONAL ADMINISTRATION | 2,091.0 | 1,955.5 | -135.5 |
| CARE NAVIGATION | 401.0 | 319.3 | -81.7 |
| PHYSICAL SUPPORT-NURSING | 17,930.0 | 17,930.0 | 0.0 |
| PHYSICAL SUPPORT-RESIDENTIAL | 54,080.0 | 54,080.0 | 0.0 |
| PHYSICAL SUPPORT-SUPPORTED ACCOMODATION | 2,450.0 | 2,401.0 | -49.0 |
| PHYSICAL SUPPORT-DIRECT PAYMENTS | 23,690.0 | 25,603.0 | 1,913.0 |
| PHYSICAL SUPPORT-HOME CARE | 38,630.0 | 40,533.0 | 1,903.0 |
| PHYSICAL SUPPORT-DAY CARE | 3,305.0 | 3,365.0 | 60.0 |
| PHYSICAL SUPPORT-OTHER SOCIAL CARE | 1,738.0 | 1,776.0 | 38.0 |
| LEARNING DISABILITIES | 109,200.0 | 120,350.0 | 11,150.0 |
| EQUIPMENT & ADAPTATIONS | 4,362.0 | 4,362.0 | 0.0 |
| CARERS SERVICES | 1,994.0 | 1,994.0 | 0.0 |
| REABLEMENT | 2,236.0 | 2,236.0 | 0.0 |
| SUPPORTING PEOPLE | 11,737.0 | 11,800.0 | 63.0 |
| PURCHASING GENERAL | 1,774.0 | 1,282.5 | -491.5 |
| BETTER CARE FUND | -20,694.0 | -20,694.0 | 0.0 |
| | | | |
| SOCIAL CARE SERVICES (adults) TOTAL | 268,466.0 | 284,650.9 | 16,184.9 |
| | | | |
| | | | |
| ADULTS SERVICES TOTAL | 291,975.0 | 311,682.5 | 19,707.5 |

Appendix 1.2 – Children's Services

| Level E - Cost Centre Description | Revised Annual Budget | Current Period Forecast (ORACLE) | Current Period Forecast Variance (ORACLE) |
|--|-----------------------|----------------------------------|---|
| | £'000 | £'000 | £'000 |
| CHILDREN'S SERVICES | | | |
| DEPUTY DIRECTOR CHILDREN'S SERVICES | 433.0 | 111.0 | -322.0 |
| CHILDREN'S SERVICES - MANAGEMENT | 137.0 | 137.0 | 0.0 |
| CHILDREN'S SERVICES - OTHER | 490.0 | 378.0 | -112.0 |
| DIRECTORATE OVERHEAD ALLOCATIONS | -2,849.0 | -2,849.0 | 0.0 |
| | | | |
| ADOPTION & FOSTERING, RESIDENTIAL AND YOT TOTAL | -1,789.0 | -2,223.0 | -434.0 |
| ADOPTION & FOSTERING, RESIDENTIAL AND YOT | | | |
| ADOPTION, FOSTERING, RESIDENTIAL AND YOT - MANAGEMENT | 580.0 | 580.0 | 0.0 |
| ADOPTION SERVICES STAFF | 658.0 | 658.0 | 0.0 |
| ADOPTION SERVICES OTHER | 1,527.0 | 1,527.0 | 0.0 |
| ALTERNATIVE & COMPLEMENTARY EDUCATION - AFRY | 133.0 | 90.0 | -43.0 |
| COUNTY RESIDENTIAL MANAGERS | 200.0 | 312.0 | 112.0 |
| FOSTERING SERVICES | 2,145.0 | 2,145.0 | 0.0 |
| MAINSTREAM RESIDENTIAL | 5,107.0 | 5,107.0 | 0.0 |
| OVERNIGHT BREAKS SERVICE | 2,151.0 | 2,846.0 | 695.0 |
| PROVIDER IN HOUSE FOSTERING ALLOWANCES | 10,528.0 | 9,572.0 | -956.0 |
| SCAYT + | 610.0 | 610.0 | 0.0 |
| YOUTH OFFENDING TEAM | 1,567.0 | 1,567.0 | 0.0 |
| | | | |
| ADOPTION & FOSTERING, RESIDENTIAL AND YOT TOTAL | 25,206.0 | 25,014.0 | -192.0 |
| SAFEGUARDING, INSPEC. AND AUDIT | | | |
| SAFEGUARDING, INSPECTION AND AUDIT - MANAGEMENT | 525.0 | 525.0 | 0.0 |
| SAFEGUARDING, INSPECTION AND AUDIT | 3,040.2 | 3,040.2 | 0.0 |
| MASH/CART/EDT | 1,363.0 | 1,363.0 | 0.0 |
| YOUNG CARERS GRANT | 280.0 | 280.0 | 0.0 |
| LANCASHIRE SAFEGUARDING CHILDREN BOARD | 175.0 | 175.0 | 0.0 |
| SAFEGUARDING, INSPEC. & AUDIT TOTAL | 5,383.2 | 5,383.2 | 0.0 |
| CHILDREN SOCIAL CARE | | | |
| CHILDREN SOCIAL CARE - HEAD OF SERVICE | 1,046.0 | 1,036.0 | -10.0 |
| LOCALITY & CAPSS TEAMS | 16,342.0 | 16,860.2 | 518.2 |
| CSC MANAGEMENT SUPPORT WORKERS TEAM | 98.0 | 151.0 | 53.0 |

| | | | |
|--|-----------------|-----------------|----------------|
| SOCIAL CARE BUSINESS SUPPORT | 1,755.0 | 1,375.0 | -380.0 |
| AGENCY - FOSTERING CHILDREN LOOKED AFTER | 14,122.0 | 15,600.0 | 1,478.0 |
| AGENCY - RESIDENTIAL CHILDREN LOOKED AFTER | 7,649.0 | 13,250.8 | 5,601.8 |
| AGENCY REMAND - COUNTYWIDE | 565.0 | 415.0 | -150.0 |
| DIRECTORATE CONTINGENCY (CS) | 2,469.0 | 0.0 | -2,469.0 |
| s17 FAMILY SUPPORT - ASST TO FAMILIES | 1,204.0 | 2,037.0 | 833.0 |
| s17 FAMILY SUPPORT - REGULAR PAYMENTS | 0.0 | 563.0 | 563.0 |
| s17 FAMILY SUPPORT - RESIDENCE ORDERS | 2,464.0 | 2,271.0 | -193.0 |
| s17 FAMILY SUPPORT - SPECIAL GUARDIANSHIP ORDERS | 2,924.0 | 4,315.0 | 1,391.0 |
| LEAVING CARE ALLOWANCES | 799.0 | 799.0 | 0.0 |
| STAYING PUT | 0.0 | 0.0 | 0.0 |
| IN HOUSE FOSTERING - CHILDREN LOOKED AFTER | 314.0 | 114.0 | -200.0 |
| IN HOUSE RESIDENTIAL - CHILDREN LOOKED AFTER | 71.0 | 71.0 | 0.0 |
| CHILDRENS SERVICES ASYE | 5.0 | 5.0 | 0.0 |
| CSC OTHER | 426.0 | 326.0 | -100.0 |
| SAFEGUARDING EARLY INTERVENTION | 0.0 | 0.0 | 0.0 |
| | | | |
| CHILDREN SOCIAL CARE TOTAL | 52,253.0 | 59,189.0 | 6,936.0 |
| SCHOOL IMPROVEMENT | | | |
| SCHOOL IMPROVEMENT - MANAGEMENT | 361.0 | 361.0 | 0.0 |
| ALTERNATIVE & COMPLEMENTARY EDUCATION - SCH IMP SERV | 355.0 | 355.0 | 0.0 |
| EARLY YEARS TEACHING | 634.0 | 634.0 | 0.0 |
| LEARNING IMPROVEMENT SUPPORT TEAM | 1,411.2 | 1,411.0 | -0.2 |
| PE & SPORT | 41.0 | 41.0 | 0.0 |
| PUPIL ACCESS - PUPIL SUPPORT | 1,263.0 | 1,263.0 | 0.0 |
| SCHOOLS CAUSING CONCERN - SCH IMP SERV | 504.0 | 504.0 | 0.0 |
| SUPPORT FOR VULN PUPILS - SCH IMP SERV | 1,897.0 | 1,897.0 | 0.0 |
| SCHOOL IMPROVEMENT - CENTRAL | -1,030.0 | -1,030.0 | 0.0 |
| SCHOOL IMPROVEMENT - PRIMARY SOUTH | 141.0 | 141.0 | 0.0 |
| EDUCATION HEALTH - SCH IMP SERVICE | 2.0 | 2.0 | 0.0 |
| SCHOOL IMPROVEMENT - PRIMARY EAST | 610.0 | 610.0 | 0.0 |
| SCHOOL IMPROVEMENT - PRIMARY NORTH | 704.0 | 704.0 | 0.0 |
| SCHOOL IMPROVEMENT - SECONDARY | 357.0 | 357.0 | 0.0 |
| | | | |
| SCHOOL IMPROVEMENT TOTAL | 7,250.2 | 7,250.0 | -0.2 |
| SEN & DISABILITY | | | |
| SEN & DISABILITY - MANAGEMENT | 653.0 | 653.0 | 0.0 |
| SEND - AGENCY FAMILY SUPPORT | 1,903.0 | 1,400.0 | -503.0 |
| SEND - AGENCY FOSTERING | 1,164.0 | 800.0 | -364.0 |
| SEND - AGENCY RESIDENTIAL | 2,784.0 | 1,980.0 | -804.0 |

| | | | |
|--|------------------|------------------|-----------------|
| SEND - DIRECT PAYMENTS | 1,604.0 | 1,604.0 | 0.0 |
| SEND - AIDS & ADAPTATIONS | 235.0 | 235.0 | 0.0 |
| SEND - COMMUNITY EQUIPMENT | 513.0 | 513.0 | 0.0 |
| SEND - IN HOUSE FOSTERING | 430.0 | 430.0 | 0.0 |
| SEND - LANCASHIRE BREAK TIME | 1,042.0 | 1,042.0 | 0.0 |
| SEND - CHILD & FAMILY SUPPORT TEAM | 1,217.0 | 1,217.0 | 0.0 |
| SEND - IA OCCUPATIONAL THERAPY | 658.0 | 658.0 | 0.0 |
| SEND - IA SPEECH & LANGUAGE THERAPY | 1,010.0 | 1,010.0 | 0.0 |
| SEND - INTEGRATED ASSESSMENT TEAM | 1,155.0 | 1,155.0 | 0.0 |
| SEND - BUSINESS SUPPORT | 684.0 | 684.0 | 0.0 |
| SEND - CARERS SERVICES | 429.0 | 429.0 | 0.0 |
| SEND - SEN IMPLEMENTATION GRANT | 0.0 | 0.0 | 0.0 |
| SEND - SEND REFORM GRANT | -5.0 | -5.0 | 0.0 |
| SEND - LEARNER SUPPORT TEAM | 0.0 | 0.0 | 0.0 |
| SEND - PROVISION & PERFORMANCE TEAM | 1,720.0 | 1,720.0 | 0.0 |
| | | | |
| SEN & DISABILITY TOTAL | 17,196.0 | 15,525.0 | -1,671.0 |
| TRADED SERVICES (START WELL) | | | |
| TRADED SERVICES (START WELL) - MANAGEMENT | 134.0 | 134.0 | 0.0 |
| SCHOOL CATERING | -1,257.0 | -1,257.0 | 0.0 |
| EDUCATIONAL VISITS | 104.0 | 104.0 | 0.0 |
| GOVERNOR SERVICES | -171.0 | -171.0 | 0.0 |
| GRADUATE TEACHER | -11.0 | -11.0 | 0.0 |
| IDS TRADED TEAM | -23.0 | -23.0 | 0.0 |
| LANCASHIRE MUSIC SERVICE | -509.0 | -509.0 | 0.0 |
| LEARNING EXCELLENCE (PDS) | -413.0 | -413.0 | 0.0 |
| LTA | -103.0 | -103.0 | 0.0 |
| OUTDOOR EDUCATION | -624.0 | -624.0 | 0.0 |
| RECRUITMENT, RETENTION, NQT'S | 3.0 | 3.0 | 0.0 |
| SCHOOLS ICT CURRICULUM | -18.0 | -18.0 | 0.0 |
| BUSINESS SUPPORT AND ADMINISTRATION (TRADED SERVICES) | -450.0 | -450.0 | 0.0 |
| | | | |
| TRADED SERVICES (START WELL) TOTAL | -3,338.0 | -3,338.0 | 0.0 |
| CHILDRENS SERVICES TOTAL | 102,161.4 | 106,800.2 | 4,638.8 |

Appendix 1.3 – Operations and Delivery Community Services

| Service Grouping | Revised Annual Budget £'000 | Current Period Forecast £'000 | Current Period Forecast Variance £'000 |
|--|--------------------------------|----------------------------------|---|
| COMMUNITY SERVICES | | | |
| DIRECTORATE WIDE OVERHEADS (O&D) | 6.0 | 6.0 | 0.0 |
| DNU - OPERATIONS AND DELIVERY (O&P) | 111.0 | 111.0 | 0.0 |
| COMMUNITY SERVICES TOTAL | 117.0 | 117.0 | 0.0 |
| CUSTOMER ACCESS | | | |
| CUSTOMER ACCESS - HEAD OF SERVICE | 191.0 | 191.0 | 0.0 |
| CUSTOMER ACCESS | 3,535.0 | 3,455.0 | -80.0 |
| CUSTOMER ACCESS TOTAL | 3,726.0 | 3,646.0 | -80.0 |
| OPERATIONS AND DELIVERY | | | |
| DNU - OPERATIONS AND DELIVERY (O&D) | 155.0 | 155.0 | 0.0 |
| CUSTOMER ACCESS TOTAL | 155.0 | 155.0 | 0.0 |
| PUBLIC & INTEGRATED TRANSPORT | | | |
| ACS ELDERLY | 0.0 | 0.0 | 0.0 |
| ACS LD | 0.0 | 0.0 | 0.0 |
| ACS RESPITES | 0.0 | 0.0 | 0.0 |
| ACS SOCIAL CARE | 0.0 | 0.0 | 0.0 |
| ASSISTANT DIRECTOR - SUSTAINABLE TRANSPORT | 2.0 | 2.0 | 0.0 |
| BUS & SUPPORTED TRANSPORT | -159.0 | -159.0 | 0.0 |
| BUS STATIONS | 891.0 | 891.0 | 0.0 |
| BUSINESS SUPPORT TEAMS (O&D) | 275.0 | 275.0 | 0.0 |
| COMMUNITY CARS | 0.0 | 0.0 | 0.0 |
| COMMUNITY TRANSPORT | 1,500.0 | 900.0 | -600.0 |
| CONCESSIONARY TRAVEL | 20,236.0 | 20,236.0 | 0.0 |
| CONTRIBUTION TO/FROM RESERVES (O&D) | 2,850.0 | 2,850.0 | 0.0 |
| CWD RESPITE TRANSPORT | 6.0 | 6.0 | 0.0 |
| CYP ACERS | 0.0 | 0.0 | 0.0 |
| CYP COLLEGE | 0.0 | 0.0 | 0.0 |
| CYP DISCRETIONARY | 0.0 | 0.0 | 0.0 |
| CYP SEN HOME TO SCHOOL | 0.0 | 0.0 | 0.0 |
| CYP SEN RESPITE | 0.0 | 0.0 | 0.0 |
| DNU - OPERATIONS AND DELIVERY (P&IT) | 247.0 | 247.0 | 0.0 |
| DIAL A RIDE | 311.0 | 311.0 | 0.0 |
| FLEET | -4,705.0 | -4,705.0 | 0.0 |

| | | | |
|---|-----------------|-----------------|--------------|
| GRITTERS | 0.0 | 0.0 | 0.0 |
| HEAD OF SUSTAINABLE TRANSPORT & SAFETY | 1.0 | 1.0 | 0.0 |
| HOME TO SCHOOL TRANSPORT | 18.0 | 18.0 | 0.0 |
| HQ SUPPORT TEAMS (O&D) | 108.0 | 108.0 | 0.0 |
| INFORMATION | 552.0 | 552.0 | 0.0 |
| INTERCHANGES & TRAVEL | -116.0 | -116.0 | 0.0 |
| ITU STAFF | -183.0 | -183.0 | 0.0 |
| LEARNING DISABILITY | 0.0 | 0.0 | 0.0 |
| MAINSTREAM H-S CONTRACTS | 0.0 | 0.0 | 0.0 |
| OTHER CT WORK | -311.0 | -311.0 | 0.0 |
| PHYSICAL SUPPORT | 0.0 | 0.0 | 0.0 |
| PUBLIC BUS | 13,363.0 | 13,363.0 | 0.0 |
| PUBLIC TRANSPORT CO-ORDINATION | 36.0 | 36.0 | 0.0 |
| PUBLIC TRANSPORT DEVELOPMENT | 454.0 | 454.0 | 0.0 |
| PUBLIC TRANSPORT INITIATIVES | 576.0 | 576.0 | 0.0 |
| RADIO COMMUNICATION | 0.0 | 0.0 | 0.0 |
| SEN TRANSPORT | 984.0 | 984.0 | 0.0 |
| SUSTAINABLE TRAVEL | 568.0 | 568.0 | 0.0 |
| T&E MANAGEMENT | 0.0 | 0.0 | 0.0 |
| TRANSPORT | -2,507.0 | -2,507.0 | 0.0 |
| TRANSPORT 16+ | 9.0 | 9.0 | 0.0 |
| TRANSPORT OF CLA | 12.0 | 12.0 | 0.0 |
| TRANSPORT PRIMARY | -241.0 | -241.0 | 0.0 |
| TRANSPORT SECONDARY | -710.0 | -710.0 | 0.0 |
| TRANSPORT SPECIAL | 53.0 | 53.0 | 0.0 |
| TRANSPORT TO ACERS | 33.0 | 33.0 | 0.0 |
| TRAVELCARE | 22,041.0 | 22,641.0 | 600.0 |
| YOUNG PEOPLE TRANSPORT | 0.0 | 0.0 | 0.0 |
| | | | |
| PUBLIC & INTEGRATED TRANSPORT TOTAL | 56,194.0 | 56,194.0 | 0.0 |
| | | | |
| LIBRARIES, MUSEUMS, CULTURE & REGISTRARS | | | |
| COUNTY HERITAGE | 1,945.0 | 2,145.0 | 200.0 |
| COUNTY LIBRARIES | 10,925.0 | 11,575.0 | 650.0 |
| CULTURAL SERVICES DEVELOPMENT | 1,108.0 | 1,108.0 | 0.0 |
| CULTURAL SERVICES JOINT | 190.0 | 190.0 | 0.0 |
| CULTURAL SERVICES SUPPORT | 489.0 | 389.0 | -100.0 |
| DNU - OPERATIONS AND DELIVERY (LMC&R) | 242.0 | 242.0 | 0.0 |
| LEARNING DEVELOPMENT | 0.0 | 0.0 | 0.0 |
| REGISTRATION SERVICE | 188.0 | -169.6 | -357.6 |
| | | | |
| LIBRARIES, MUSEUMS, CULTURE & REGISTRARS TOTAL | 15,087.0 | 15,479.4 | 392.4 |
| | | | |
| HIGHWAYS | | | |
| COUNTY HIGHWAYS TEAM | 927.0 | 927.0 | 0.0 |
| COUNTY WIDE SERVICES TEAM | 868.0 | 868.0 | 0.0 |

| | | | |
|---------------------------------------|------------------|------------------|---------------|
| DRAINAGE (PUBLIC REALM) | 3,856.0 | 3,856.0 | 0.0 |
| DRAINAGE (STRATEGIC) | -85.0 | -85.0 | 0.0 |
| HIGHWAY DEPOTS | 989.0 | 989.0 | 0.0 |
| HIGHWAY DEVELOPMENT CONTROL | 97.0 | 97.0 | 0.0 |
| HIGHWAY REGULATION & INSPECTION | -251.0 | -251.0 | 0.0 |
| HIGHWAYS CENTRAL CHARGES | 3,828.0 | 3,828.0 | 0.0 |
| HIGHWAYS DEPOTS - SOUTH | 0.0 | 0.0 | 0.0 |
| HIGHWAYS MANAGEMENT TEAM | 1,477.0 | 1,477.0 | 0.0 |
| HIGHWAYS TEAM (PUBLIC REALM) | 10,005.0 | 10,005.0 | 0.0 |
| LANCASHIRE PARKING SERVICES | -681.0 | -681.0 | 0.0 |
| OPERATIONS - ENV SERVICES | -435.0 | -435.0 | 0.0 |
| OPERATIONS - HIGHWAYS | -5,305.0 | -5,305.0 | 0.0 |
| OPERATIONS - MANAGEMENT | -7,576.0 | -7,576.0 | 0.0 |
| OPERATIONS - P&T ACCOUNT | 5,420.0 | 5,420.0 | 0.0 |
| OPERATIONS L & E | 259.0 | 259.0 | 0.0 |
| OPERATIONS QUANTITY SURVEYORS | 198.0 | 198.0 | 0.0 |
| PRIORITIES - CONTINGENCIES | 0.0 | 0.0 | 0.0 |
| SEVERE WEATHER | 4,008.0 | 4,008.0 | 0.0 |
| STREET LIGHTING ENERGY | 7,307.0 | 6,500.0 | -807.0 |
| STREET LIGHTING TEAM | 4,346.0 | 4,346.0 | 0.0 |
| TRAFFIC POLICY, SAFETY & SIGNALS | 914.0 | 914.0 | 0.0 |
| | | | |
| HIGHWAYS TOTAL | 30,166.0 | 29,359.0 | -807.0 |
| | | | |
| WASTE MGT | | | |
| COMMERCIAL AND INDUSTRIAL TRADE WASTE | -1,792.0 | -1,792.0 | 0.0 |
| GREEN WASTE | 403.0 | 347.4 | -55.6 |
| HEAD OF WASTE MANAGEMENT | 0.0 | 0.0 | 0.0 |
| HoS -WASTE MGT | 191.0 | 191.0 | 0.0 |
| HOUSEHOLD WASTE RECYCLING CENTRES | 6,592.0 | 6,291.3 | -300.7 |
| LANDFILL - DISPOSAL | 27,790.0 | 25,880.2 | -1,909.8 |
| MISCELLANEOUS | 237.0 | 232.4 | -4.6 |
| RECYCLING & COST SHARING | 10,439.0 | 10,438.5 | -0.5 |
| WASTE AWARENESS INITIATIVES | 53.0 | 53.0 | 0.0 |
| WASTE MANAGEMENT TEAM | 469.0 | 536.8 | 67.8 |
| WASTE PFI | 29,318.0 | 32,499.6 | 3,181.6 |
| WASTE PFI MISC | -5,727.0 | -5,711.0 | 16.0 |
| WASTE TRANSFER STATIONS | 2,248.0 | 2,172.6 | -75.4 |
| | | | |
| WASTE MGT TOTAL | 70,221.0 | 71,139.8 | 918.8 |
| | | | |
| COMMUNITY SERVICES TOTAL | 175,666.0 | 176,090.2 | 424.2 |

Appendix 1.4 – Public Health and Wellbeing

| Service Grouping | Revised Annual Budget | Current Period Forecast | Current Period Forecast Variance |
|---|-----------------------|-------------------------|----------------------------------|
| | £'000 | £'000 | £'000 |
| DEPUTY DIR PUBLIC HEALTH & CONSULTANTS | | | |
| DNU - OPERATIONS AND DELIVERY (DDPH) | 508.0 | 309.0 | -199.0 |
| | | | |
| DEPUTY DIR PUBLIC HEALTH & CONSULTANTS TOTAL | 508.0 | 309.0 | -199.0 |
| PUBLIC HEALTH & WELLBEING | | | |
| DNU - OPERATIONS AND DELIVERY (PH&W) | 137.0 | 148.0 | 11.0 |
| | | | |
| PUBLIC HEALTH & WELLBEING TOTAL | 137.0 | 148.0 | 11.0 |
| EMERGENCY PLANNING & RESILIENCE | | | |
| HOS -EMERGENCY PLANNING & RESILIENCE | 639.0 | 639.0 | 0.0 |
| EMERGENCY PLANNING | 173.0 | 173.0 | 0.0 |
| HEALTH & SAFETY | 409.0 | 492.0 | 83.0 |
| HEALTH PROTECTION | 63.0 | 48.0 | -15.0 |
| NON DFM | 0.0 | 0.0 | 0.0 |
| | | | |
| EMERGENCY PLANNING & RESILIENCE TOTAL | 1,284.0 | 1,352.0 | 68.0 |
| HEALTH EQUITY, WELFARE & PARTNERSHIPS | | | |
| BUSINESS SUPPORT TEAMS (PH&W) | 28.0 | 28.0 | 0.0 |
| CRB PAYMENTS - GENERAL | 67.0 | 67.0 | 0.0 |
| CRIME & DISORDER | 551.0 | 551.0 | 0.0 |
| DNU - OPERATIONS AND DELIVERY (HEW&P) | 952.0 | 952.0 | 0.0 |
| EARLY INTERVENTION / SUPPORT (HEW&P) | -7.0 | -7.0 | 0.0 |
| HEALTH POLICY | 75.0 | 75.0 | 0.0 |
| HEALTH SYSTEMS DEVELOPMENT | 40.0 | 40.0 | 0.0 |
| HQ SUPPORT TEAMS (PH&W) | 36.0 | 36.0 | 0.0 |
| JOINT HEALTH UNIT | -141.0 | -141.0 | 0.0 |
| LANCASHIRE PARTNERSHIP FOR ROAD SAFETY | 61.0 | 61.0 | 0.0 |
| LOCAL CHILDREN'S TRUST PARTNERSHIPS | 204.0 | 204.0 | 0.0 |
| PRC APT&C | 287.0 | 287.0 | 0.0 |
| PRC TEACHERS | 1,150.0 | 1,150.0 | 0.0 |
| PUBLIC HEALTH COLLABORATIVE | 33.0 | 33.0 | 0.0 |
| PUBLIC HEALTH MANAGEMENT | 151.0 | 151.0 | 0.0 |
| ROAD SAFETY - OTHER | 526.0 | 526.0 | 0.0 |
| ROAD SAFETY EDUCATION | 305.0 | 305.0 | 0.0 |
| ROAD SAFETY TRAINING | -215.0 | -215.0 | 0.0 |
| SCHOOL CROSSING PATROL SERVICE | 0.0 | 0.0 | 0.0 |
| SCP - OPERATIONS | 0.0 | 0.0 | 0.0 |
| SCP - OVERHEADS | 1,497.0 | 1,497.0 | 0.0 |
| WELFARE RIGHTS | 836.0 | 836.0 | 0.0 |

| | | | |
|--|----------------|----------------|---------------|
| WIDER DETERMINANTS OF HEALTH | 866.0 | 866.0 | 0.0 |
| HEALTH EQUITY, WELFARE & PARTNERSHIPS TOTAL | 7,302.0 | 7,302.0 | 0.0 |
| PATIENT SAFETY & QUALITY IMPROVEMENT | | | |
| HOS -PATIENT SAFETY & QUALITY IMPROVEMENT | 1,266.2 | 1,223.0 | -43.2 |
| BUSINESS MANAGEMENT AND GOVERNANCE | 176.0 | 147.0 | -29.0 |
| HEALTH IMPROVEMENT GENERAL | 550.0 | 866.0 | 316.0 |
| HEALTH PROTECTION (PS&QI) | 6.0 | 0.0 | -6.0 |
| HEALTH PROTECTION AND POLICY GENERAL | 260.0 | 0.0 | -260.0 |
| HEALTHWATCH | 438.0 | 333.0 | -105.0 |
| POPULATION HEALTHCARE GENERAL | 159.0 | 0.0 | -159.0 |
| TRAINING (PH&W) | 600.0 | 500.0 | -100.0 |
| WORKFORCE DEVELOPMENT | 65.0 | 18.0 | -47.0 |
| PATIENT SAFETY & QUALITY IMPROVEMENT TOTAL | 3,520.2 | 3,087.0 | -433.2 |
| TRADING STANDARDS & SCIENTIFIC SERVICES | | | |
| CLOSED LANDFILL SITES | 770.0 | 765.0 | -5.0 |
| COUNTY LAB & GENERAL | 234.0 | 234.0 | 0.0 |
| DNU - OPERATIONS AND DELIVERY (TS) | 518.0 | 518.0 | 0.0 |
| ENVIRONMENT | -177.0 | -177.0 | 0.0 |
| FOOD & AGRICULTURE | 213.0 | 213.0 | 0.0 |
| FOOD (TS) | 4.0 | 4.0 | 0.0 |
| METROLOGY | 0.0 | 0.0 | 0.0 |
| NORTH WEST TRAINING FACILITY | 0.0 | 0.0 | 0.0 |
| SPECIALIST SERVICES & PROJECTS | 0.0 | 0.0 | 0.0 |
| TRADING STANDARDS AREA EAST BASED | 0.0 | 0.0 | 0.0 |
| TRADING STANDARDS TEAM | 1,612.0 | 1,727.0 | 115.0 |
| TRADING STANDARDS & SCIENTIFIC SERVICES TOTAL | 3,174.0 | 3,284.0 | 110.0 |
| WELLBEING, PREVENTION & EARLY HELP | | | |
| 14-19 TEAM YPS | -279.0 | -279.0 | 0.0 |
| BURNLEY YOUNG PEOPLE'S SERVICE | 847.0 | 847.0 | 0.0 |
| CAMHS - PCT PAYMENTS | 1,251.0 | 1,251.0 | 0.0 |
| CENTRAL CC | 81.0 | 81.0 | 0.0 |
| CENTRAL YOUNG PEOPLE'S SERVICE | 109.0 | 109.0 | 0.0 |
| CHILDREN, YOUNG PEOPLE AND FAMILIES | 6,706.0 | 6,670.0 | -36.0 |
| CHORLEY YOUNG PEOPLE'S SERVICE | 627.0 | 627.0 | 0.0 |
| CURRICULUM STRATEGY YPS | 886.0 | 886.0 | 0.0 |
| DIRECT MANAGED CC | 8,144.1 | 8,144.1 | 0.0 |
| EARLY INTERVENTION / SUPPORT (PH&W) | 972.1 | 972.1 | 0.0 |
| EI LEAD PROFESSIONAL & SMALL GRANTS | 0.0 | 0.0 | 0.0 |
| FYLDE YOUNG PEOPLE'S SERVICE | 429.0 | 429.0 | 0.0 |
| HEALTH CHECKS AND WELLNESS COMMISSIONING | 6,211.0 | 6,750.0 | 539.0 |
| HYNDBURN YOUNG PEOPLE'S SERVICE | 829.0 | 829.0 | 0.0 |
| INTEGRATED SERVICES TEAM (PH&W) | 3,160.7 | 3,160.7 | 0.0 |
| LANCASHIRE STUDENT SUPPORT | 40.0 | 40.0 | 0.0 |

| | | | |
|---|-----------------|-----------------|--------------|
| LANCASTER YOUNG PEOPLE'S SERVICE | 820.0 | 820.0 | 0.0 |
| NON ACCOUNTABLE CC | 0.0 | 0.0 | 0.0 |
| PENDLE YOUNG PEOPLE'S SERVICE | 734.0 | 734.0 | 0.0 |
| PRESTON YOUNG PEOPLE'S SERVICE | 964.0 | 964.0 | 0.0 |
| PUBLIC HEALTH GENERAL | 5,288.0 | 6,605.0 | 1,317.0 |
| QUALITY PROFESSIONAL DEVELOPMENT YPS | 457.0 | 457.0 | 0.0 |
| RIBBLE VALLEY YOUNG PEOPLE'S SERVICE | 360.0 | 360.0 | 0.0 |
| ROSSENDALE YOUNG PEOPLE'S SERVICE | 603.0 | 603.0 | 0.0 |
| SCHOOL BASED CC | 4,526.0 | 4,526.0 | 0.0 |
| SEXUAL HEALTH COMMISSIONING | 10,137.0 | 9,468.0 | -669.0 |
| SOUTH RIBBLE YOUNG PEOPLE'S SERVICE | 583.0 | 583.0 | 0.0 |
| SUBSTANCE MISUSE | 18,522.0 | 18,376.0 | -146.0 |
| TOBACCO CONTROL AND STOP SMOKING SERVICES | 2,676.0 | 2,523.0 | -153.0 |
| TRANSITION HEALTH | 0.0 | 0.0 | 0.0 |
| WEST LANCS YOUNG PEOPLE'S SERVICE | 671.0 | 671.0 | 0.0 |
| WORKING TOGETHER WITH FAMILIES | -1,995.0 | -1,995.0 | 0.0 |
| WYRE YOUNG PEOPLE'S SERVICE | 643.0 | 643.0 | 0.0 |
| | | | |
| WELLBEING, PREVENTION & EARLY HELP TOTAL | 75,002.9 | 75,854.9 | 852.0 |
| | | | |
| PUBLIC HEALTH & WELLBEING TOTAL | 90,928.1 | 91,336.9 | 408.8 |

Appendix 1.5 – Lancashire Pension Fund

| Level E - Cost Centre Description | Revised Annual Budget | Current Period Forecast (ORACLE) | Current Period Forecast Variance (ORACLE) |
|--|-----------------------|----------------------------------|---|
| | £'000 | £'000 | £'000 |
| LANCASHIRE PENSION FUND | | | |
| LANCASHIRE PENSION FUND | -30.0 | -30.0 | 0.0 |
| | | | |
| LANCASHIRE PENSION FUND TOTAL | -30.0 | -30.0 | 0.0 |
| CHIEF INVESTMENT OFFICER | | | |
| CHIEF INVESTMENT OFFICER | 140.0 | 140.0 | 0.0 |
| | | | |
| CHIEF INVESTMENT OFFICER TOTAL | 140.0 | 140.0 | 0.0 |
| DEPUTY CHIEF INVESTMENT OFFICER | | | |
| DEPUTY CHIEF INVESTMENT OFFICER - MANAGEMENT | 101.0 | 101.0 | 0.0 |
| | | | |
| DEPUTY CHIEF INVESTMENT OFFICER TOTAL | 101.0 | 101.0 | 0.0 |
| INVESTMENT PORTFOLIO MANAGER | | | |
| INVESTMENT PORTFOLIO - MANAGEMENT | 242.0 | 242.0 | 0.0 |
| INVESTMENT PORTFOLIO | -763.0 | -763.0 | 0.0 |
| | | | |
| INVESTMENT PORTFOLIO MANAGER TOTAL | -521.0 | -521.0 | 0.0 |
| YOUR PENSION SERVICE | | | |
| YOUR PENSION SERVICE - MANAGEMENT | 138.0 | 138.0 | 0.0 |
| YOUR PENSION SERVICE | -1,717.0 | -1,717.0 | 0.0 |
| | | | |
| YOUR PENSION SERVICE TOTAL | -1,579.0 | -1,579.0 | 0.0 |
| POLICY & COMPLIANCE | | | |
| POLICY AND COMPLIANCE - MANAGEMENT | 183.0 | 183.0 | 0.0 |
| POLICY AND COMPLIANCE | -155.0 | -155.0 | 0.0 |
| | | | |
| POLICY & COMPLIANCE TOTAL | 28.0 | 28.0 | 0.0 |
| | | | |
| LANCASHIRE PENSION FUND TOTAL | -1,861.0 | -1,861.0 | 0.0 |

| Level E - Cost Centre Description | Revised Annual Budget | Current Period Forecast (ORACLE) | Current Period Forecast Variance (ORACLE) |
|--|-----------------------|----------------------------------|---|
| | £'000 | £'000 | £'000 |
| COMMISSIONING | | | |
| COMMISSIONING - MANAGEMENT | 166.0 | 158.5 | -7.5 |
| | | | |
| COMMISSIONING TOTAL | 166.0 | 158.5 | -7.5 |
| CORPORATE COMMISSIONING | | | |
| CORPORATE COMMISSIONING - MANAGEMENT | 137.0 | 137.0 | 0.0 |
| | | | |
| CORPORATE COMMISSIONING TOTAL | 137.0 | 137.0 | 0.0 |
| ASSET MGT | | | |
| ASSET MANAGEMENT - MANAGEMENT | 611.0 | 611.0 | 0.0 |
| ASSET MANAGEMENT | 2,176.7 | 2,176.7 | 0.0 |
| | | | |
| ASSET MGT TOTAL | 2,787.7 | 2,787.7 | 0.0 |
| PROCUREMENT | | | |
| PROCUREMENT - MANAGEMENT | 310.0 | 310.0 | 0.0 |
| PROCUREMENT | 1,545.8 | 1,545.8 | 0.0 |
| | | | |
| PROCUREMENT TOTAL | 1,855.8 | 1,855.8 | 0.0 |
| AREA PUBLIC SERVICE INTEGRATION | | | |
| AREA PUBLIC SERVICE INTEGRATION - MANAGEMENT | 250.0 | 241.7 | -8.3 |
| VOLUNTEER SERVICE | 220.0 | 215.6 | -4.4 |
| | | | |
| AREA PUBLIC SERVICE INTEGRATION TOTAL | 470.0 | 457.3 | -12.7 |
| POLICY, INFO. & COMMISSION START WELL | | | |
| POLICY, INFO. & COMMISSION START WELL – MANAGEMENT | 455.0 | 455.0 | 0.0 |
| POLICY, INFO. & COMMISSION START WELL | 119.0 | 119.0 | 0.0 |
| BUSINESS INTELLIGENCE | 481.0 | 481.0 | 0.0 |
| | | | |
| POLICY, INFO. & COMMISSION START WELL TOTAL | 1,055.0 | 1,055.0 | 0.0 |
| POLICY, INFO. & COMMISSION LIVE WELL | | | |
| POLICY, INFO. & COMMISSION LIVE WELL – MANAGEMENT | 887.0 | 887.0 | 0.0 |
| POLICY, INFO. & COMMISSION LIVE WELL | 496.0 | 496.0 | 0.0 |
| | | | |
| POLICY, INFO. & COMMISSION LIVE WELL TOTAL | 1,383.0 | 1,383.0 | 0.0 |

| | | | |
|--|----------------|----------------|------------|
| POLICY, INFO. & COMMISSION AGE WELL | | | |
| POLICY, INFO. & COMMISSION AGE WELL – MANAGEMENT | 510.0 | 510.0 | 0.0 |
| POLICY, INFO. & COMMISSION AGE WELL | 130.0 | 130.0 | 0.0 |
| | | | |
| POLICY, INFO. & COMMISSION AGE WELL TOTAL | 640.0 | 640.0 | 0.0 |
| GOVERNANCE, FINANCE AND PUBLIC SERVICES | | | |
| GOVERNANCE, FINANCE AND PUBLIC SERVICES - MANAGEMENT | 140.0 | 140.0 | 0.0 |
| | | | |
| GOVERNANCE, FINANCE & PUBLIC SERVICES TOTAL | 140.0 | 140.0 | 0.0 |
| FINANCIAL RESOURCES | | | |
| FINANCIAL RESOURCES - MANAGEMENT | 101.0 | 101.0 | 0.0 |
| | | | |
| FINANCIAL RESOURCES TOTAL | 101.0 | 101.0 | 0.0 |
| OFFICE OF THE POLICE AND CRIME COMMISSIONER TRES | | | |
| OFFICE OF THE POLICE & CRIME COMMISSIONER TREASURER - MANAGEMENT | -16.0 | -16.0 | 0.0 |
| | | | |
| OFFICE OF THE POLICE AND CRIME COMMISSIONER TRES TOTAL | -16.0 | -16.0 | 0.0 |
| FINANCIAL MGT (OPERATIONAL) | | | |
| FINANCIAL MANAGEMENT (OPERATIONAL) - MANAGEMENT | 249.0 | 249.0 | 0.0 |
| FINANCIAL MANAGEMENT (OPERATIONAL) | 2,028.0 | 2,028.0 | 0.0 |
| | | | |
| FINANCIAL MGT (OPERATIONAL) TOTAL | 2,277.0 | 2,277.0 | 0.0 |
| FINANCIAL MGT (DEVELOPMENT AND SCHOOLS) | | | |
| FINANCIAL MANAGEMENT (DEVELOPMENT & SCHOOLS) - MANAGEMENT | 244.0 | 244.0 | 0.0 |
| SCHOOLS FINANCIAL SERVICES | -324.0 | -324.0 | 0.0 |
| CAPITAL AND GRANTS | 335.0 | 335.0 | 0.0 |
| SCHOOLS FORUM | 22.0 | 22.0 | 0.0 |
| | | | |
| FINANCIAL MGT (DEVELOPMENT AND SCHOOLS) TOTAL | 277.0 | 277.0 | 0.0 |
| CORPORATE FINANCE | | | |
| CORPORATE FINANCE - MANAGEMENT | 244.0 | 244.0 | 0.0 |
| CORPORATE FINANCE | 611.0 | 611.0 | 0.0 |
| CORPORATE FINANCE - OTHER | -2.0 | -2.0 | 0.0 |
| SEVERANCE COSTS | 0.0 | 0.0 | 0.0 |
| | | | |
| CORPORATE FINANCE TOTAL | 853.0 | 853.0 | 0.0 |
| EXCHEQUER SERVICES | | | |
| EXCHEQUER SERVICES - MANAGEMENT | 137.0 | 137.0 | 0.0 |

| | | | |
|--|-----------------|-----------------|----------------|
| EXCHEQUER SERVICES | 4,030.7 | 4,030.7 | 0.0 |
| | | | |
| EXCHEQUER SERVICES TOTAL | 4,167.7 | 4,167.7 | 0.0 |
| LEGAL, DEMOCRATIC & GOVERNANCE | | | |
| LEGAL, DEMOCRATIC AND GOVERNANCE SERVICES - MANAGEMENT | 101.0 | 101.0 | 0.0 |
| | | | |
| LEGAL, DEMOCRATIC & GOVERNANCE TOTAL | 101.0 | 101.0 | 0.0 |
| LEGAL AND DEMOCRATIC SERVICES | | | |
| LEGAL AND DEMOCRATIC SERVICES - MANAGEMENT | 724.0 | 724.0 | 0.0 |
| LEGAL SERVICES | 6,614.0 | 7,946.0 | 1,332.0 |
| DEMOCRATIC SERVICES | 429.0 | 429.0 | 0.0 |
| DEMOCRATIC SERVICES - GRANTS | 933.0 | 933.0 | 0.0 |
| COUNTY COUNCIL MEMBERS | 1,808.0 | 1,808.0 | 0.0 |
| CORONERS SERVICE | 2,352.0 | 2,705.2 | 353.2 |
| | | | |
| LEGAL AND DEMOCRATIC SERVICES TOTAL | 12,860.0 | 14,545.2 | 1,685.2 |
| INTERNAL AUDIT | | | |
| INTERNAL AUDIT - MANAGEMENT | 193.0 | 193.0 | 0.0 |
| INTERNAL AUDIT | 504.0 | 504.0 | 0.0 |
| | | | |
| INTERNAL AUDIT TOTAL | 697.0 | 697.0 | 0.0 |
| | | | |
| COMMISSIONING TOTAL | 29,952.2 | 31,617.2 | 1,665.0 |

Appendix 1.7 – Development and Corporate Services

| Level E - Cost Centre Description | Revised Annual Budget | Current Period Forecast (ORACLE) | Current Period Forecast Variance (ORACLE) |
|--|-----------------------|----------------------------------|---|
| | £'000 | £'000 | £'000 |
| BUSINESS GROWTH | | | |
| BUSINESS GROWTH - HEAD OF SERVICE | 81.0 | 81.0 | 0.0 |
| BUSINESS GROWTH TOTAL | 81.0 | 81.0 | 0.0 |
| CORE BUSINESS SYSTEMS/TRANSFORMATION | | | |
| CORE BUSINESS SYSTEMS/TRANSFORMATION - HEAD OF SERVICE | 617.0 | 617.0 | 0.0 |
| BTLS | 10,133.0 | 16,633.0 | 6,500.0 |
| BUILDING SERVICES | 224.0 | 224.0 | 0.0 |
| BUSINESS IMPROVEMENT | 274.0 | 274.0 | 0.0 |
| BUSINESS SERVICES | 350.7 | 351.0 | 0.3 |
| BUSINESS SERVICES CENTRAL | 110.0 | 110.0 | 0.0 |
| BUSINESS STRATEGY & COMMISSIONING (DC) | 398.0 | 398.0 | 0.0 |
| CHIEF EXECUTIVE | 0.0 | 0.0 | 0.0 |
| CLIENT MANAGEMENT | 58.0 | 58.0 | 0.0 |
| DARMS | 993.4 | 993.4 | 0.0 |
| EXECUTIVE SUPPORT & DOCUMENT MANAGEMENT | 936.0 | 936.0 | 0.0 |
| PROCUREMENT & ACCOUNTS PAYABLE | 156.0 | 156.0 | 0.0 |
| RECORDS MANAGEMENT | -117.0 | -117.0 | 0.0 |
| DIRECTORATE WIDE OVERHEADS (CBS/T) | 60.0 | 60.0 | 0.0 |
| CORE BUSINESS SYSTEMS/TRANSFORMATION TOTAL | 14,193.1 | 20,693.4 | 6,500.3 |
| CORPORATE SERVICES | | | |
| DNU - DEVELOPMENT & CORPORATE DNU - SERVICES (CS) | 99.0 | 99.0 | 0.0 |
| CORPORATE SERVICES TOTAL | 99.0 | 99.0 | 0.0 |
| DESIGN and CONSTRUCTION | | | |
| ASSET MAINTENANCE | 0.0 | 0.0 | 0.0 |
| DESIGN AND CONSTRUCTION BUILDINGS | -2,340.0 | -2,340.0 | 0.0 |
| DESIGN AND CONSTRUCTION HIGHWAYS | -679.0 | -679.0 | 0.0 |

| | | | |
|---|----------------|----------------|------------|
| DESIGN AND CONSTRUCTION PROP SCHEME | 0.0 | 0.0 | 0.0 |
| DESIGN AND CONSTRUCTION R&M CARE SERVICES | 570.0 | 570.0 | 0.0 |
| DESIGN AND CONSTRUCTION R&M COUNTY BUILDINGS | 4,215.0 | 4,215.0 | 0.0 |
| TRANSFERRED TO ESTATES | 0.0 | 0.0 | 0.0 |
| ENVIRONMENT APPRENTICES | -51.0 | -51.0 | 0.0 |
| DNU - DEVELOPMENT & CORPORATE DNU - SERVICES (D&C) | 1,939.0 | 1,939.0 | 0.0 |
| | | | |
| DESIGN and CONSTRUCTION TOTAL | 3,654.0 | 3,654.0 | 0.0 |
| | | | |
| DEVELOPMENT AND CORPORATE SERVICES | | | |
| DIRECTORATE WIDE OVERHEADS (D&C) | 6.0 | 6.0 | 0.0 |
| DNU - DEVELOPMENT & CORPORATE DNU - SERVICES (D&CS) | 137.0 | 137.0 | 0.0 |
| | | | |
| DEVELOPMENT AND CORPORATE SERVICES TOTAL | 143.0 | 143.0 | 0.0 |
| | | | |
| ECONOMIC DEVELOPMENT | | | |
| ECONOMIC DEVELOPMENT | 1,204.0 | 1,204.0 | 0.0 |
| LCDL | 0.0 | 0.0 | 0.0 |
| DNU - DEVELOPMENT & CORPORATE DNU - SERVICES (EM) | 113.0 | 113.0 | 0.0 |
| | | | |
| ECONOMIC DEVELOPMENT TOTAL | 1,317.0 | 1,317.0 | 0.0 |
| | | | |
| ESTATES | | | |
| AGRICULTURAL ESTATES | 778.0 | 778.0 | 0.0 |
| ESTATES | 585.0 | 585.0 | 0.0 |
| ESTATES - HEAD OF SERVICE | 290.0 | 290.0 | 0.0 |
| SWIMMING POOLS | 4.0 | 4.0 | 0.0 |
| TRAVELLERS SITES | 130.0 | 130.0 | 0.0 |
| | | | |
| ESTATES TOTAL | 1,787.0 | 1,787.0 | 0.0 |
| | | | |
| FACILITIES MGT | 0.0 | 0.0 | 0.0 |
| BUILDING CLEANING | -318.0 | -318.0 | 0.0 |
| BUILDINGS / ACCOMODATION | 4,365.0 | 5,065.0 | 700.0 |
| BUILDINGS / ACCOMODATION - YOUTH | 190.0 | 190.0 | 0.0 |
| COLLEGES / FURTHER EDUCATION | -481.0 | -481.0 | 0.0 |
| DNU - DEVELOPMENT & CORPORATE DNU - SERVICES (FM) | 183.0 | 183.0 | 0.0 |

| | | | |
|--|-----------------|----------------|----------------|
| NOW MAPPED TO DESIGN & CONSTRUCTION | 0.0 | 0.0 | 0.0 |
| FACILITIES MGT TOTAL | 3,939.0 | 4,639.0 | 700.0 |
| | | | |
| HEALTH & CARE SYSTEMS DEVELOPMENT | | | |
| HEALTH & CARE SYSTEMS DEVELOPMENT | 730.0 | 863.0 | 133.0 |
| | 0.0 | 0.0 | 0.0 |
| | 0.0 | 0.0 | 0.0 |
| | | | |
| HEALTH & CARE SYSTEMS DEVELOPMENT TOTAL | 730.0 | 863.0 | 133.0 |
| | | | |
| HUMAN RESOURCES | | | |
| HUMAN RESOURCES | 745.0 | 745.0 | 0.0 |
| HUMAN RESOURCES - HEAD OF SERVICE | 430.0 | 430.0 | 0.0 |
| | | | |
| HUMAN RESOURCES TOTAL | 1,175.0 | 1,175.0 | 0.0 |
| | | | |
| LEP COORDINATION | | | |
| LEP COORDINATION - HEAD OF SERVICE | 81.0 | 81.0 | 0.0 |
| | | | |
| LEP COORDINATION TOTAL | 81.0 | 81.0 | 0.0 |
| | | | |
| LANCASHIRE ADULT LEARNING | | | |
| LANCASHIRE ADULT LEARNING | -2,485.0 | -527.0 | 1,958.0 |
| | | | |
| LANCASHIRE ADULT LEARNING TOTAL | -2,485.0 | -527.0 | 1,958.0 |
| | | | |
| PLANNING AND ENVIRONMENT | | | |
| COUNTRYSIDE SERVICE | 484.0 | 484.0 | 0.0 |
| ENVIRONMENTAL & COMMUNITY PROJECTS | 599.0 | 599.0 | 0.0 |
| HoS -PLANNING AND ENVIRONMENT | 358.0 | 358.0 | 0.0 |
| PLANNING | 598.5 | 598.5 | 0.0 |
| PROW | 558.0 | 558.0 | 0.0 |
| RURAL | 24.0 | 24.0 | 0.0 |
| | | | |
| PLANNING AND ENVIRONMENT TOTAL | 2,621.5 | 2,621.5 | 0.0 |
| | | | |
| PROGRAMME OFFICE | | | |
| PROGRAMME OFFICE - HEAD OF SERVICE | 1,380.0 | 1,380.0 | 0.0 |
| PROGRAMME OFFICE | 1,206.0 | 1,206.0 | 0.0 |
| | | | |
| PROGRAMME OFFICE TOTAL | 2,586.0 | 2,586.0 | 0.0 |

| | | | |
|---|-----------------|-----------------|----------------|
| PROGRAMMES & PROJECT MGT | | | |
| DIRECTORATE WIDE OVERHEADS (P&PM) | 6.0 | 6.0 | 0.0 |
| DNU - DEVELOPMENT & CORPORATE DNU - SERVICES (P&PM) | 111.0 | 111.0 | 0.0 |
| PROGRAMMES & PROJECT MGT TOTAL | 117.0 | 117.0 | 0.0 |
| | | | |
| | | | |
| SKILLS, LEARNING AND DEVELOPMENT | 4,444.5 | 4,644.5 | 200.0 |
| SKILLS, LEARNING AND DEVELOPMENT - HEAD OF SERVICE | 310.0 | 310.0 | 0.0 |
| | | | |
| SKILLS, LEARNING & DEVELOPMENT TOTAL | 4,754.5 | 4,954.5 | 200.0 |
| | | | |
| STRATEGIC ECONOMIC DEVELOPMENT | | | |
| STRATEGIC ECONOMIC DEVELOPMENT - HEAD OF SERVICE | 81.0 | 81.0 | 0.0 |
| | | | |
| STRATEGIC ECONOMIC DEVELOPMENT TOTAL | 81.0 | 81.0 | 0.0 |
| | | | |
| | | | |
| DEVELOPMENT AND CORPORATE SERVICES TOTAL | 34,874.1 | 44,365.4 | 9,491.3 |

Appendix 1.8 – Service Communications

| Service Grouping | Revised Annual Budget | Current Period Forecast | Current Period Forecast Variance |
|-------------------------------------|-----------------------|-------------------------|----------------------------------|
| | £'000 | £'000 | £'000 |
| SERVICE COMMUNICATIONS | 1,582.9 | 1,582.9 | 0.0 |
| SERVICE COMMUNICATIONS TOTAL | 1,582.9 | 1,582.9 | 0.0 |

Appendix 1.9 – Chief Executive

| Service Grouping | Revised Annual Budget £'000 | Current Period Forecast £'000 | Current Period Forecast Variance £'000 |
|--|--------------------------------|----------------------------------|---|
| CHIEF EXECUTIVE | | | |
| CHIEF EXECUTIVE | 217.0 | 229.0 | 12.0 |
| SUPERNUMMARY MANAGEMENT (PHASE 1) | 0.0 | 0.0 | 0.0 |
| CHIEF EXECUTIVE - OTHER | 57.0 | 57.0 | 0.0 |
| COUNTY COUNCIL NETWORK | 0.0 | 0.0 | 0.0 |
| | | | |
| CHIEF EXECUTIVE TOTAL | 274.0 | 286.0 | 12.0 |
| | | | |
| BUSINESS SUPPORT | | | |
| BUSINESS SUPPORT | 0.0 | 0.0 | 0.0 |
| | | | |
| BUSINESS SUPPORT TOTAL | 0.0 | 0.0 | 0.0 |
| | | | |
| CONTINGENCIES | | | |
| RETURNING SERVICES CONTINGENCIES | 454.0 | 0.0 | -454.0 |
| SOCIAL CARE STAFF CONTINGENCIES | 180.0 | 0.0 | -180.0 |
| CARE AND URGENT NEEDS SUPPORT SCHEME CONTINGENCIES | 171.0 | 0.0 | -171.0 |
| ENVIRONMENT CONTINGENCIES | 519.0 | 519.0 | 0.0 |
| | | | |
| CONTINGENCIES TOTAL | 1,324.0 | 519.0 | -805.0 |
| | | | |
| NON SERVICE ISSUES CORPORATE BUDGETS | | | |
| COUNTY COUNCIL ELECTION | 400.0 | 400.0 | 0.0 |
| CYP CENTRALLY MANAGED PROJECTS | -62.0 | -62.0 | 0.0 |
| LEVIES | 818.0 | 818.0 | 0.0 |
| PENSIONS - INHERITED LIABILITY | 12,373.0 | 12,373.0 | 0.0 |
| PENSIONS - CENTRAL EMPLOYERS CONTRIBUTION | 18,467.0 | 18,467.0 | 0.0 |
| PFI SCHEME - BUILDING SCHOOLS FOR THE FUTURE | 48.0 | 0.0 | -48.0 |
| STRATEGIC | -2,803.0 | -2,803.0 | 0.0 |
| SUBSCRIPTIONS & FEES | 570.0 | 570.0 | 0.0 |
| TREASURY MANAGEMENT | 46,403.0 | 40,267.0 | -6,136.0 |
| | | | |
| NON SERVICE ISSUES CORPORATE BUDGETS TOTAL | 76,214.0 | 70,030.0 | -6,184.0 |
| | | | |

| | | | |
|---|------------------|------------------|-----------------|
| LARGE SPECIFIC GRANTS TO SUPPORT THE AUTHORITY | | | |
| CYP DIRECTORATE GRANTS | -16,615.0 | -16,723.0 | -108.0 |
| PUBLIC HEALTH | -59,801.0 | -55,801.0 | 4,000.0 |
| CARE ACT | 0.4 | 0.4 | 0.0 |
| | | | |
| LARGE SPECIFIC GRANTS TO SUPPORT THE AUTHORITY TOTAL | -76,415.6 | -72,523.6 | 3,892.0 |
| | | | |
| CHIEF EXECUTIVE TOTAL | 1,396.4 | -1,688.6 | -3,085.0 |

Money Matters

Update on the County Council's Reserves

Position for 2015/16

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Money Matters – Update on the County Council's Reserves Position for 2015/16

1. Introduction

An integral part of the County Council's financial management is the use of reserves. This report sets out an estimated position of the reserves in light of the monitoring information provided elsewhere in this report.

2. Summary

As at 1st April 2015 the County Council had total reserves of £424.650m. Of this £95.952m is held for schools and its use is restricted. Therefore the County Council's reserves are £328.698m.

Based on the latest information on the level of commitments excluding schools this will be reduced by £84.039m in 2015/16. Future years' commitments reduce this balance to £87.406m by 31st March 2018. Note this does not take into account the 2015/16 potential overspend of net £33.251m as detailed in Appendix A.

The following table illustrates the forecast position in respect of the Council's reserves:

| Reserve Name | Opening Balance as at 1 April 2015 | YTD actuals 2015/16 | Remaining commitments in 2015-16 | 2016-17 Commitments | 2017-18 Commitments | Transfer between reserves | Closing Balance as at 31 March 2018 |
|---|------------------------------------|---------------------|----------------------------------|---------------------|---------------------|---------------------------|-------------------------------------|
| | £m | £m | £m | £m | £m | £m | £m |
| County Fund (3.1) | -36.000 | | | | | | -36.000 |
| Business Rates Volatility Reserve (3.2) | -5.000 | | | | | | -5.000 |
| Strategic Investment Reserve (3.3) | -21.391 | | 15.158 | 21.989 | 5.919 | -22.691 | -1.016 |
| Downsizing Reserve (3.4.1) | -80.606 | | 16.102 | 54.554 | 13.904 | -3.954 | 0.000 |
| Risk Management Reserve (3.4.2) | -82.020 | | 27.453 | 29.205 | 1.084 | 26.645 | 2.367 |
| Service Reserves | -103.681 | -33.156* | 58.482* | 31.268 | -0.670 | | -47.757 |
| TOTAL | -328.698 | -33.156 | 117.195 | 137.016 | 20.237 | 0.000 | -87.406 |

* includes the growth deal £39.5m.

School Reserves

| Reserve Name | Opening Balance as at 1 st April 2015 | YTD actuals 2015/16 | Forecast Closing Balance as at 31 st March 2016* |
|-----------------|--|---------------------|---|
| | £m | £m | £m |
| School Reserves | - 95.952 | 6.073 | - 89.879 |

* At this stage the plans beyond March 2016 are not known in any detail to predict when this reserve will be spent.

3. Reserves

3.1 County Fund Balance

The County Fund balance is the general balance that is required to be held to cover emergency expenditure; as a contingency against demand led expenditure being higher than anticipated; if costs increase by more than provided for in the budget (especially pay awards); loss of income and general cash flow purposes. In considering these various factors the County Council has held a County Fund balance at £36m. It is anticipated that the County Fund will be maintained at this level.

3.2 Business Rates Volatility Reserve

Business rates are an increasingly important source of finance for local authorities. However, the income to be derived can be very difficult to predict and can fluctuate significantly. This situation arises as the business rates depend upon the growth in the rateable value and the impact of any valuation appeals. In the last quarter of the 2014/15 financial year there was a surge in the number of valuation appeals submitted. The results of these are not known therefore representing a risk around the income to be received. In addition, there is to be a national review of the business rates system, details of which are not anticipated to be released before March 2016. Even if the result of the review does not impact upon the total amount of business rates at the national level there is a potential for individual authorities to be either 'winners' or 'losers' in the overall allocation. Consequently, it is deemed prudent to maintain this reserve at its current level until the results of the review are known.

3.3 Strategic Investment Reserve

This reserve is held to fund an agreed programme of investment in areas including, economic development, libraries regeneration, increasing employment opportunities and the development of apprenticeship programmes. As at 1st April 2015 this had a balance of £21.391m. There are approved commitments of £20.375m reducing the balance to show £1.016m. Details of the approved commitments are shown in Annex A.

Note: on reviewing the reserves it was clear that there were £22.691m of strategic investments that required financing by reallocating an equivalent sum from the Risk Management Reserve.

3.4 Reserves held to deliver Organisational Change

The County has two reserves to deliver organisational change namely the Downsizing Reserve and the Risk Management Reserve.

3.4.1 Downsizing Reserve

The Downsizing Reserve is predominantly used to fund voluntary redundancies arising from the reduction in the size of the organisation which is the outcome of the recent and future period of austerity. The opening balance was £80.606m of which £84.560m is committed leaving an overspend of £3.954m.

Note: on reviewing the reserves it is clear that the £3.954m will require financing by reallocating an equivalent sum from the Risk Management Reserve.

Regarding the redundancy position, originally £79m was set aside of which £12.284m was incurred during 2014/15 leaving £66.716m of the opening balance on 1st April 2015 for redundancies. We are now forecasting £11.102m will be incurred in 2015/16 with £41.711m falling in 2016/17 and £13.904m in 2017/18.

3.4.2 Risk Management Reserve

The Risk Management Reserve was made up as a result of extraordinary Treasury Management performance during 2014/15 and previous years. This reserve is now available to help the authority manage risks to funding and service delivery going forward. This reserve had an opening balance of £82.020m with commitments of £57.742m, leaving a balance of £24.278m. However £26.645m of this budget needs to be transferred to the Strategic Investment Reserve and Downsizing Reserve as detailed in 3.3 and 3.4.1, leaving an over committed position of £2.367m.

Details of the commitments are shown in Annex B.

3.5 Service Reserves

The County Council hold numerous reserves for specific service provision. In total these amounted to £103.681m at 1st April 2015. The latest monitoring position has identified that these will reduce to £47.757m by 31st March 2018. Details are shown in Annex C.

3.6 Schools

Under statute schools have delegated budgets. It is the responsibility of the individual schools to maintain reserves to cover risks and meet future plans. At this stage the plans are not known in detail to predict when they will be spent however this reserve cannot be used for any other purpose.

4. Impact of 2015/16 Outturn Forecast

The monitoring report submitted to Cabinet is showing a potential demand on resources of £33.251m as a result of the forecast outturn.

5. Conclusion

This position clearly indicates that the reserve position for Lancashire County Council is forecast to reduce significantly and as Section 151 Officer I will advise on the appropriate statutory levels required by 31st March 2018.

Annex A – Strategic Investment Reserve

| Reserve name | Opening Balance as at 1 April 2015 | YTD actuals 2015/16 | Remaining commitments in 2015-16 | 2016-17 Commitments | 2017-18 Commitments | Balance as at 31 March 2018 |
|---|---------------------------------------|------------------------|--|------------------------|------------------------|--------------------------------|
| | £m | £m | £m | £m | £m | £m |
| Promoting Sustainable Employment for Young People | -9.038 | | 0.350 | 4.519 | 4.169 | 0.000 |
| Young Person's Travel | -1.716 | | 0.600 | 0.600 | | -0.516 |
| Economic Development - GAMMA | -0.213 | | 0.213 | | | 0.000 |
| Economic Enterprise Zone Strategic Development | -0.500 | | 0.500 | | | 0.000 |
| Economic Development - Exertis | -0.500 | | 0.500 | | | 0.000 |
| Economic Development - Boost Continuation | -1.929 | | 1.929 | | | 0.000 |
| Armed Forces Apprentice Costs | -2.645 | | 1.322 | 0.823 | | -0.500 |
| Early Action /Early Response | -1.300 | | 0.650 | 0.650 | | 0.000 |
| Sustainable Employment in Adults | -3.300 | | 3.300 | | | 0.000 |
| Training for Social Workers – dementia care | -0.250 | | 0.250 | | | 0.000 |
| Sub total | -21.391 | 0.000 | 9.614 | 6.592 | 4.169 | -1.016 |

| Potential commitments to Strategic Investment Reserve | Opening Balance as at 1 April 2015 | YTD actuals 2015/16 | Remaining commitments in 2015-16 | 2016-17 Commitments | 2017-18 Commitments | Total commitments as at 31 March 2018 |
|--|---------------------------------------|------------------------|--|------------------------|------------------------|---|
| | £m | £m | £m | £m | £m | £m |
| Capital - to provide funding for the Highways and Transplant Masterplans | | | 4.044 | | | 4.044 |
| Green Energy Fund | | | | 5.000 | | 5.000 |
| Core Systems Transformation | | | | 8.647 | | 8.647 |
| Street Lighting Capital Program 3 year contribution | | | 1.500 | 1.750 | 1.750 | 5.000 |
| Transfer from Risk Management Reserve | | | | | | -22.691 |
| Total potential commitments on Strategic Reserve | 0.000 | 0.000 | 5.544 | 15.397 | 1.750 | 0.000 |
| Closing balance on Strategic Reserve | | | | | | -1.016 |

Annex B – Downsizing and Risk Management Reserve

| Reserve name | Opening Balance as at 1 April 2015 | YTD actuals 2015/16 | Remaining commitments in 2015-16 | 2016-17 Commitments | 2017-18 Commitments | Total commitments as at 31 March 2018 | Balance as at 31 March 2018 |
|--|---------------------------------------|------------------------|--|------------------------|------------------------|---|--------------------------------|
| | £m | £m | £m | £m | £m | £m | £m |
| <u>Downsizing Reserve</u> | | | | | | | |
| Cost of carry from Phase 1 | | | 5.000 | | | 5.000 | |
| Redundancy provision | | | 11.102 | 41.711 | 13.904 | 66.717 | |
| Transitional costs associated with Transformation Programme | | | | 2.843 | | 2.843 | |
| Review for Adult Social Care | | | | 10.000 | | 10.000 | |
| | | | | | | | |
| Transfer from Risk Management Reserve | | | | | | -3.954 | |
| | | | | | | | |
| Total on Downsizing Reserve | -80.606 | 0.000 | 16.102 | 54.554 | 13.904 | 80.606 | 0.000 |
| | | | | | | | |
| <u>Risk Management Reserve</u> | | | | | | | |
| Occupational Health | | | | 0.084 | | 0.084 | |
| Adults LD Remodelling Reserve | | | 0.603 | 0.761 | | 1.364 | |
| Council Tax Collection Fund surplus in 2014-15 | | | -5.400 | | | -5.400 | |
| Returned New Homes Bonus | | | -0.564 | | | -0.564 | |
| Business Rates Collection Fund Surplus 2014-15 | | | -0.426 | | | -0.426 | |
| Revenue Corporate Strategic budget | | | 5.464 | | | 5.464 | |
| Adult Social Care Budget Consultation | | | | 13.819 | | 13.819 | |
| Provision to mitigate against risk - Property rationalisation | | | | 1.108 | | 1.108 | |
| Provision to mitigate against risk DoLS- Deprivation of Liberty Safeguards | | | | 2.900 | | 2.900 | |
| Insurance Provision | | | | 1.000 | | 1.000 | |
| Capital - to provide funding for the shortfall of capital receipts | | | 5.000 | | | 5.000 | |
| Council Welfare Provision and the Care and Urgent Needs | | | | 3.000 | | 3.000 | |
| Fund 3 years R&M Capital Assets | | | 1.083 | 1.083 | 1.084 | 3.250 | |
| The risk of flooding due to lack of gully emptying | | | | 0.300 | | 0.300 | |
| School Crossing Patrols | | | | 1.500 | | 1.500 | |
| Waste PFI Grant | | | 5.990 | | | 5.990 | |
| Integration of Health and Care services | | | | 0.750 | | 0.750 | |
| Social Work Dedicated Review Team | | | 0.153 | 2.500 | | 2.653 | |
| Integrated Wellbeing Adult Social Care | | | | 0.400 | | 0.400 | |
| Liquid Logic - Children's Services | | | 0.400 | | | 0.400 | |
| Liquid Logic - Adult Social Care | | | 0.250 | | | 0.250 | |
| Liquid Logic - for capital expenditure | | | 0.300 | | | 0.300 | |
| Corporate - Additional ICT Costs | | | 6.000 | | | 6.000 | |
| CLEO | | | 1.600 | | | 1.600 | |
| Delivery of Preston, South Ribble & Lancashire City Deal | | | 7.000 | | | 7.000 | |
| | | | | | | | |
| Transfer to Strategic Investment Reserve | | | | | | 22.691 | |
| Transfer to Downsizing Reserve | | | | | | 3.954 | |
| | | | | | | | |
| Total on Risk Management Reserve | -82.020 | 0.000 | 27.453 | 29.205 | 1.084 | 84.387 | 2.367 |

Annex C – Service Reserves

| Reserve Name | Opening Balance as at 1 April 2015 | YTD actuals 2015/16 | Remaining commitments in 2015-16 | 2016-17 Commitments | 2017-18 Commitments | Balance at 31 March 2018 |
|--|------------------------------------|---------------------|----------------------------------|---------------------|---------------------|--------------------------|
| | £m | £m | £m | £m | £m | £m |
| Reserves held to pay for expenditure commitments | | | | | | |
| Election Reserve | -0.851 | | -0.400 | | | -1.251 |
| Funding of Capital Projects | -12.503 | 0.083 | 11.809 | 0.611 | | 0.000 |
| Reserves held to meet service priorities | | | | | | |
| YOT - General Youth Offending | -0.867 | | 0.154 | | | -0.713 |
| Former CYP DFM General | -3.698 | | -0.034 | 0.040 | | -3.692 |
| Former CYP Directorate Grant Funded | -5.327 | 5.327 | -3.697 | | | -3.697 |
| Contingency For Children's Social Care | -0.014 | | | 0.014 | | 0.000 |
| Crime & Disorder | -1.636 | | 0.700 | 0.936 | | 0.000 |
| Schools – Fulwood High School Private | -1.084 | | 0.030 | 0.040 | 0.050 | -0.964 |
| Finance Initiative Earmarked Reserve Schools – Private Finance Initiative - Building Schools for the Future Wave 1 | -5.750 | | -0.870 | -0.740 | -0.640 | -8.000 |
| Exhibitions Reserve | -0.052 | | | | | -0.052 |
| Museum Acquisition Fund | -0.072 | | | | | -0.072 |
| Archives Development Fund | -0.003 | | | | | -0.003 |
| Queen Street Steam Engine Repair Fund. | -0.236 | | | | | -0.236 |
| Lancaster City General Acquisitions Fund | -0.011 | | | | | -0.011 |
| Lancaster Adult Learning HQ General | -0.365 | -0.505 | | 0.870 | | 0.000 |
| Arts Development Fund | -0.024 | | | | | -0.024 |
| Adults - Early Intervention | -4.757 | | | 4.757 | | 0.000 |
| Former Adults Grant Funded | -2.837 | -0.108 | | 1.807 | | -1.138 |
| Adult Social Care - Transit | -1.365 | | | 1.365 | | 0.000 |
| Health Services | -7.924 | 0.072 | | 7.852 | | 0.000 |
| Better Care Fund Reserve | -4.368 | | | | | -4.368 |
| Extra Care Fund Reserve | -3.000 | | | | | -3.000 |
| Contributions from Development | 0.000 | -0.044 | | | | -0.044 |
| Lancashire Road Safety Partnership | -0.767 | | 0.617 | 0.150 | | 0.000 |
| Roundabout Sponsorship Income | -0.231 | | 0.231 | | | 0.000 |
| Improved Outcomes Partnership | -0.137 | | 0.020 | 0.117 | | 0.000 |
| UK & Ireland Civinet Network | -0.055 | | 0.024 | 0.031 | | 0.000 |
| Waste PFI Compensation Payments Reserve | -0.387 | | 0.021 | | | -0.366 |
| Equipment Renewal Reserve | -0.801 | 0.077 | 0.393 | 0.090 | | -0.241 |
| Joint Service Needs Assessment Reserve | -0.104 | | 0.104 | | | 0.000 |
| Multi Agency Data Exchange Reserve | -0.045 | | 0.045 | | | 0.000 |
| Parking Reserve Fund Reserves | -0.690 | | 0.201 | 0.489 | | 0.000 |
| Building Design & Consultancy Reserve | -0.097 | | 0.045 | | | -0.052 |
| NoW Card Renewal | -0.380 | | -0.020 | 0.400 | -0.080 | -0.080 |
| Energy Surveys | -0.109 | | 0.097 | 0.012 | | 0.000 |
| Priorities Contingencies Reserve | -0.235 | 0.235 | | | | 0.000 |
| Waste Plant Rectification | -20.000 | | 6.394 | | | -13.606 |
| Former Finance & Information DFM General | -0.335 | 0.060 | | 0.275 | | 0.000 |
| Former OCE General Reserve | -0.727 | 0.727 | | | | 0.000 |
| Former OCE DFM General | -0.378 | | | 0.378 | | 0.000 |
| Economic Development Reserve | -0.493 | | | 0.493 | | 0.000 |
| Lancashire Enterprise Partnership (LEP) Reserve | -1.179 | | | 1.179 | | 0.000 |
| City Deal | -6.951 | | | 6.951 | | 0.000 |
| Development Services Reserve | -2.964 | 0.225 | | 2.514 | | -0.225 |
| Growth Deal | 0.000 | -39.350 | 39.350 | | | 0.000 |
| Champions Funds | -0.004 | | | 0.004 | | 0.000 |
| Vehicle Excess Reserve - LCC | -0.259 | | | 0.259 | | 0.000 |
| Buildings Repair & Renewals Reserve | -1.103 | | 1.103 | | | 0.000 |
| Former Corporate DFM Schemes | -0.315 | | | 0.315 | | 0.000 |
| Local Member & Gateway Grant | -0.059 | | | 0.059 | | 0.000 |
| Public Health Grant Reserve | -6.215 | 0.050 | 2.165 | | | -4.000 |
| School Catering Repair And Maintenance | -1.878 | -0.005 | | | | -1.883 |
| Civic Catering Repair And Maintenance | -0.039 | | | | | -0.039 |
| | | | | | | |
| Balance on Service Reserves | -103.681 | -33.156 | 58.482 | 31.268 | -0.670 | -47.757 |

Money Matters

Financial Outlook for the County Council

Medium Term Financial Strategy

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Financial Outlook for the County Council: Medium Term Financial Strategy

1. Executive Summary

1.1 Introduction

This report outlines the financial position facing Lancashire County Council over the period 2015/16 to 2020/21. The Council is experiencing an on-going period of unprecedented financial pressure as a result of the government's extended programme of austerity combined with significant increases in demand for public services.

It is therefore, whilst difficult, important to consider and update the Council's Medium Term Financial Strategy (MTFS) in order to provide the information necessary to facilitate key decisions to be made that ensure the Council can deliver services to the public within a significantly reduced revenue budget.

The County Council's three year MTFS was approved by Full Council in February 2015 covering the 2015/16 budget and the forecast position for 2016/17 to 2017/18. This identified a funding gap of £18.3m in 2016/17 and £8.1m in 2017/18 (£26.4m in total). The Council also agreed that the MTFS should be reviewed following the General Election in May 2015 to allow a revised revenue budget to be set out. It was also agreed that the period of the MTFS should be extended to cover the full life of the parliamentary term (to 2020/21).

This report therefore looks to consider and revise the assumptions in the MTFS for both funding and expenditure and where possible, project them forward to 2020/21 and reflects the latest available information, in particular the Chancellor's budget report published on 8th July 2015.

1.2 Financial Overview 2015/16 to 2020/21

Under a separate Money Matters report the County Council's financial position for 2015/16 has been outlined. This currently forecasts an ongoing financial pressure of £45.646m which has been reflected in the MTFS and in this report. Measures are being taken to minimise the forecast overspend, however, if the position cannot be recovered then it will need to be funded by a contribution from reserves.

This report has considered the assumptions made for the MTFS and has determined a revised forecast of the spending gap from 2016/17 to 2020/21 of £294.6m of which revised savings of £71.4m have been identified. This leaves an outstanding funding gap of £223.2m by 2020/21 and an aggregated funding gap of £693.9m across the five year period (as illustrated below):

| | 2016/17 £m | 2017/18 £m | 2018/19 £m | 2019/20 £m | 2020/21 £m | Total £m |
|---|----------------|----------------|----------------|----------------|----------------|--------------|
| Expenditure | 798.6 | 749.1 | 719.1 | 707.1 | 706.6 | |
| Revised Savings set out in prior year budget reports* | -27.7 | -43.7 | | | | |
| Resources | 770.9 705.0 | 705.4 684.2 | 719.1 669.0 | 707.1 663.8 | 706.6 663.9 | |
| Funding Gap | 65.9 | 21.2 | 50.1 | 43.3 | 42.7 | 223.2 |

| Aggregated Funding Gap | | | | | | |
|-------------------------------|-------------|-------------|--------------|--------------|--------------|--------------|
| 2016/17 | 65.9 | 65.9 | 65.9 | 65.9 | 65.9 | |
| 2017/18 | | 21.2 | 21.2 | 21.2 | 21.2 | |
| 2018/19 | | | 50.1 | 50.1 | 50.1 | |
| 2019/20 | | | | 43.3 | 43.3 | |
| 2020/21 | | | | | 42.7 | |
| Total | 65.9 | 87.1 | 137.2 | 180.5 | 223.2 | 693.9 |

*Note: Previous budget reports to Full Council set out a total of £117.6m of savings to be delivered in 2016/17 and 2017/18 however this has been revised to £71.4m as £46.2m have been deemed as unachievable.

This shows a significant increase in the funding gap since the report to Council on 12th February 2015, which is due, in large part, to the extension of the period covered by the MTFS to 2020/21. There have however, also been a number of changes to the funding gap in 2016/17 and 2017/18 and the following table provides a breakdown of the changes to the forecast:

| | 2016/17 £m | 2017/18 £m | 2018/19 £m | 2019/20 £m | 2020/21 £m | Total £m |
|---|---------------|---------------|---------------|---------------|---------------|--------------|
| Funding gap reported to Council – February 2015 | 18.3 | 8.1 | - | - | - | 26.4 |
| Impact of revised funding assumptions (para 3.2) | - | - | 15.2 | 5.2 | -0.1 | 20.3 |
| Impact of changes to pay assumptions (4.1) | -2.1 | -2.1 | 2.4 | 2.4 | 2.4 | 3.0 |
| Impact of increases due to contractual price inflation (4.2) | -1.8 | 1.1 | 18.0 | 19.6 | 21.6 | 58.5 |
| Impact of changes to the forecast of demand (4.3) | 18.1 | 1.3 | 14.5 | 16.1 | 18.8 | 68.8 |
| Impact of savings through service offers that can no longer be achieved (4.4) | 33.4 | 12.8 | - | - | - | 46.2 |
| Revised funding gap | 65.9 | 21.2 | 50.1 | 43.3 | 42.7 | 223.2 |

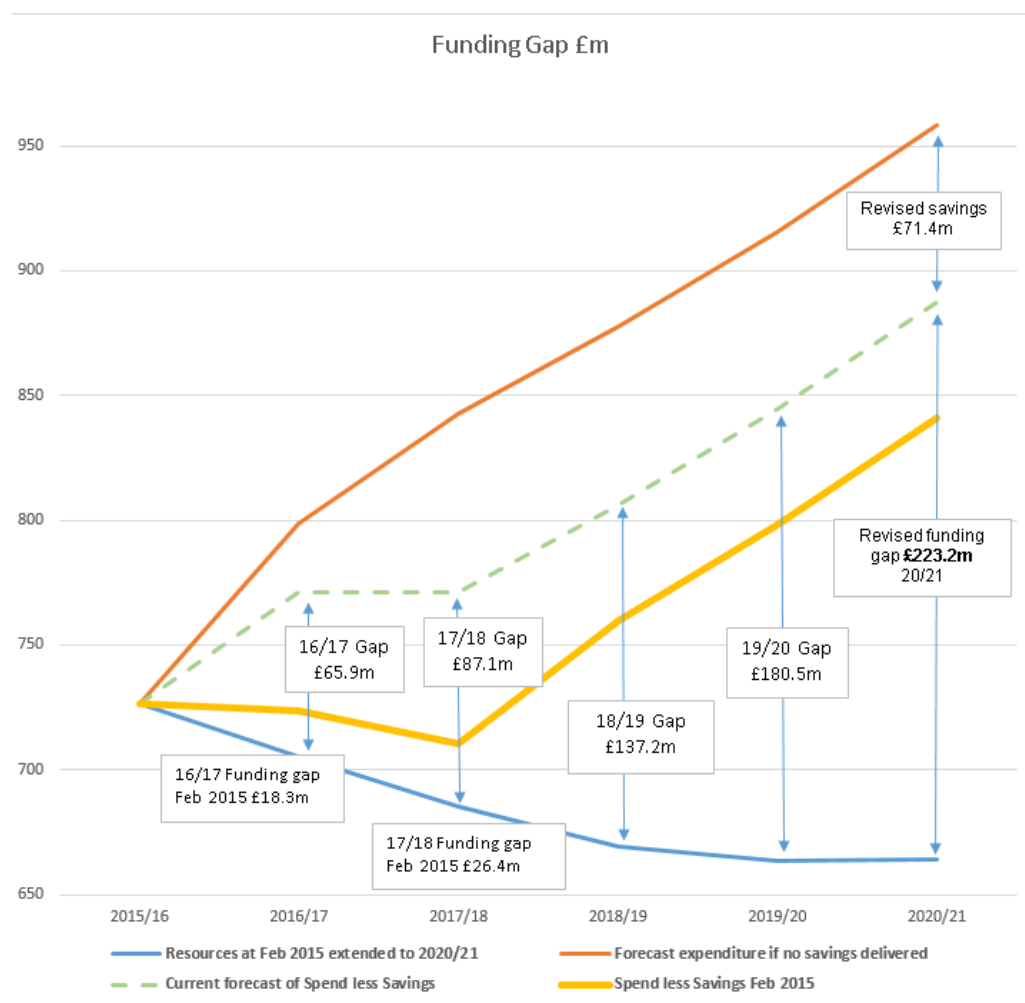
Note: Forecast pressures for 2018/19 onwards are based on current information, as further information is received the forecast will continue to be developed and could increase further the pressure on the revenue budget.

This table clearly demonstrates that the funding gap previously reported in 2016/17 and 2017/18 of £26.4m has increased by £60.7m to £87.1m due, in the main, to the identification of savings through service offers that upon further detailed examination are deemed undeliverable.

The extension to the MTFs period to include 2018/19 to 2020/21 has increased the savings gap by £136.1m as a result, in the main, of contractual price increases from third party suppliers of services and pressure from increased demand for services. These pressures are at a similar level to the amounts we have seen over the period from 2011/12 to 2015/16.

This position does not represent the worst case scenario. Further demand and price pressures may emerge and the revised savings shown in 2016/17 and 2017/18 may not be possible to deliver. These factors would cause the funding gap to increase further.

The following graph illustrates the profile of the funding gap by comparing total spending to future levels of funding and considering the level of savings that have been identified:



Note: The revised spending gap of £223.2m assumes that the remaining £71.4m of previously agreed savings included in the forecast for 2016/17 and 2017/18 will be

delivered, this represents a risk that could impact upon the revised funding gap at 2020/21 (if these savings cannot be realised).

Sections 2 to 5 of this report will provide further detail of the factors affecting the forecasts included within the MTFS position illustrated above.

1.3 Conclusion

Lancashire County Council continues to face an unprecedented period of financial constraint through to at least 2020/21.

Whilst the budget announcement by the Chancellor on 8th July 2015 has provided indicative figures that have been translated into a forecast of future funding levels, actual funding allocations will only be announced in the Chancellor's Autumn Statement in December. It is not clear if this announcement will confirm funding beyond 2016/17 at this point, however there has been a significant amount of lobbying from the Local Government sector to encourage the DCLG to provide a multi-year settlement to assist with financial planning.

Given the ongoing uncertainty in future years' funding it is clearly a risk that forecasts of funding for 2016/17 and future years may change, potentially significantly, from the figures brought into the MTFS.

The financial commitment required to service statutory demand led services is almost certain to result in using up all available resources. The resource available for discretionary services will be minimal (if any exists at all) and at this stage we cannot say for certain whether or not funding will cover statutory demand led services.

This challenge is further compounded by the nature of Local Government delivery as we see lengthy delivery contracts with expensive break clauses built in, partnership contracts along with properties occupied with long term and residual cost implications.

Significant reserves will be needed to bridge the 2015/16 outturn position. Service delivery decisions are needed to ensure that a legal 2016/17 budget can be set.

The County Council, in redesigning the services it provides to the public, faces the challenge of doing so whilst delivering further savings of at least £223m over the next 5 years.

2. Chancellor of the Exchequer's July 2015 Budget announcement

The Chancellor announced various measures in the Budget which covered personal and business tax and expenditure plans. The key areas in the budget which may have an impact on the County Council's financial position are detailed below:

2.1 Public Spending

The Chancellor has provided projections for the level of spending for government departments in future years which are called Resources Departmental Expenditure Limits (DELs). These figures are for the total spend by all departments only and no breakdown by department has been provided.

The published figures identified that the reductions made to total departmental resources are more gradual over the parliamentary term than previously indicated (the period over which departmental savings have to be delivered has been extended by one year).

However, there was **no specific information released on Local Government resources** and this will not be known until the Spending Review is announced in the autumn.

Specific areas of expenditure identified within the total DEL limit figures that were announced are:

- NHS will receive a further £8bn by 2020 (in addition to the £2bn already announced).
- The government is to meet the NATO target of spending 2% of GDP on defence each year.
- During this parliament there is to be a real terms increase in expenditure on defence.
- A new Joint Security Fund is to be created. The government commits to make available up to an additional £1.5 billion a year by the end of the Parliament

In total **£37bn of further spending cuts are required by 2020**. Of this, the Budget included £12bn of welfare reductions and £5bn from the prevention of tax avoidance.

The remaining £20bn of savings will come from spending departments and will be set out in the Spending Review published in the Autumn of 2015. The Chancellor did state that "no year will see cuts as deep as those required in 2011/12 and 2012/13".

In the recently published report by HM Treasury "A country that lives within its means – Spending review 2015" (Annex 1) the following table was included that demonstrates the profile of the £20bn of savings (referred to as 'consolidation') that departments will need to deliver:

Table 1.A: Consolidation plans over this Parliament (£ billion)

| | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
|---|---------|---------|---------|---------|
| Discretionary consolidation ¹ | 9 | 20 | 31 | 37 |
| of which announced at Summer Budget 2015 ² | 6 | 9 | 13 | 17 |
| of which welfare reform | 5 | 7 | 9 | 12 |
| of which tax avoidance and tax planning, evasion and compliance, and imbalances in the tax system | 1 | 2 | 4 | 5 |
| Remaining consolidation | 3 | 11 | 18 | 20 |

¹ Discretionary consolidation is calculated as the sum of: receipts from avoidance and tax planning, evasion and compliance and imbalances in the tax system and welfare policy decisions announced at Summer Budget 2015; and the additional reduction in spending (or equivalent increase in taxes) needed to meet the government's overall fiscal path, compared to a counterfactual in which RDEL excluding depreciation grows in line with whole economy inflation from its 2015-16 level (excluding the OBR's allowance for shortfall) and all other spending (and receipts) follows the OBR's July 2015 Economic and fiscal outlook forecast.

² Total welfare policy decisions and total receipts from avoidance and tax planning, evasion and compliance, and imbalances in the tax system as set out in Table 2.1 of Summer Budget 2015.

Source: Office for Budget Responsibility, HM Treasury policy costings and HM Treasury calculations

This shows that the profile of savings is not spread evenly over the period and supports the analysis included in section 3.1 of this report that examines the future levels of funding the Council can expect to receive from government.

2.2 Public Sector Pay

The Chancellor announced that funding for a public sector pay rise will be limited to 1% for each of the next four years. However, the main announcement on pay was the introduction of a new National Living Wage for all workers aged 25 and over. This will be a compulsory rate and will be introduced from 1st April 2016 at a rate of £7.20 per hour. It is anticipated that this will rise incrementally each year to at least £9 per hour in 2020.

3. Resources Available

The Budget approved on 12th February 2015 included consideration of future years' revenue budgets and identified the following funding resource:

| Funding: | Projected Resource | |
|--------------------------|--------------------|----------------|
| | 2016/17 £m | 2017/18 £m |
| 1. Business Rates | 180.727 | 185.319 |
| 2. Council Tax | 388.839 | 391.018 |
| 3. Revenue Support Grant | 130.484 | 102.887 |
| 4. New Homes Bonus | 4.990 | 4.990 |
| Total | 705.040 | 684.214 |

Based upon the above resources and estimates of spending, the County Council was left with a funding gap of:

| | 2016/17 £m | 2017/18 £m | Total £m |
|--------------------|---------------|---------------|---------------|
| Funding Gap | 18.298 | 8.130 | 26.428 |

In deriving these figures, various assumptions on both the level of resources and the expenditure pressures were made. These need to be reviewed in light of the latest information.

3.1 Resources from Central Government

The County Council receives a share of the total DEL for Local Government based upon a formula used by the Department for Communities and Local Government as part of the Local Government Spending Review. In recent years the amount received has been calculated in a straightforward manner whereby each authority's allocation is reduced by the amount that the total DEL is reduced.

The MTFS reported to Council in February 2015 assumed an annual reduction in government funding of 7% in both 2016/17 and 2017/18 based on the available information at the time.

At the time of the Chancellor's Autumn Statement in 2014 a much steeper reduction in resources over the next two financial years was implied that led some organisations to forecast a rate of reduction of 15% per year. It would appear, however, that the recent budget announcement has made this forecast somewhat excessive. If the 15% forecast were realised this would increase the funding gap identified in this report at £223m by £45m (if there were a 15% reduction in funding in both 2016/17 and 2017/18).

Information published with the budget report on the 8th July in respect of future years' total DEL has been analysed and shows the following:

| Year | Total DEL (all departments) £m | % change |
|---------|--------------------------------------|----------|
| 2015/16 | 337.4 | - |
| 2016/17 | 341.4 | 1.19 |
| 2017/18 | 339.7 | -0.50 |
| 2018/19 | 339.7 | 0.00 |
| 2019/20 | 344.3 | 1.35 |
| 2020/21 | 369.6 | 7.35 |

The reduction to total DEL will not be applied evenly across the Departments as some have a 'protected' status. **Given the protected status of NHS, Education, International Aid and Defence, non-protected services, including Local Authorities, will face a significant reduction in resources.**

Based on the latest available information, a calculation on the **potential change in non-protected services' resources** over the parliament period shows a change of:

| | 2015/16 £m | 2016/17 £m | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|---|---|----------------|----------------|---------------|---------------|
| Total DEL (all departments excluding depreciation) (Published in the budget report on 8 th July) | 315.100 | 319.100 | 317.400 | 317.400 | 322.000 |
| % change | | 1.27 | -0.53 | 0.00 | 1.45 |
| Less Protected Departments | (Assumed DEL based on current intelligence) | | | | |
| NHS/Health | 111.900 | 117.690 | 121.809 | 126.123 | 130.646 |
| International development | 7.400 | 7.518 | 7.654 | 7.799 | 7.955 |
| Education | 53.500 | 54.356 | 55.334 | 56.386 | 57.513 |
| Defence | 28.100 | 28.692 | 29.355 | 30.062 | 30.817 |
| Unprotected services | 114.200 | 110.844 | 103.248 | 97.030 | 95.069 |
| % Reduction | | -2.94 | -6.85 | -6.02 | -2.02 |

Over the period to 2019/20 this would give an estimated reduction in resources for unprotected departments of 16.8%. This forecast of future DEL reductions offers the best basis for estimating the future reductions to funding for local authorities' funding and has therefore been incorporated into the assumptions made in this report for the future funding available for the council.

This assumption is much lower than the 25% and 40% options requested from spending departments for consideration in the Spending Review 2015, however the Spending Review figures include an assumed inflationary increase in resources each years that the Council's MTFS does not.

3.2 Impact on the Medium Term Financial Strategy

The County Council's previously reported MTFS assumes a 7% reduction in government funding in both 2016/17 and 2017/18. Whilst this seems consistent with the analysis above for 2017/18, the current assumption is somewhat higher than the implied reduction shown for 2016/17.

However, analysis and commentary across the Local Government sector since the Chancellor's budget report on 8th July has consistently asserted that the Local Government sector will have a larger reduction in funding in 2016/17 than other non-protected services.

It is therefore deemed prudent to continue with the forecast of a 7% reduction to government funding in 2016/17 and 2017/18 and then apply the reduction shown above in respect of future DEL levels in 2018/19 and 2019/20 i.e. reductions of 6% and 2% respectively.

The implication of the figures provided with the budget report is that reductions to DEL will end in 2019/20 therefore we have assumed no reduction or increase to funding for 2020/21.

These assumptions provide the following forecast of resources available to the council:

| | 2015/16 £m | 2016/17 £m | 2017/18 £m | 2018/19 £m | 2019/20 £m | 2020/21 £m | Total £m |
|------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Level of resources | 726.675 | 705.040 | 684.214 | 668.977 | 663.781 | 663.926 | |
| Reduction | | 21.635 | 20.826 | 15.237 | 5.196 | -0.145 | 62.749 |
| Impact on funding gap | - | - | - | 15.237 | 5.196 | -0.145 | 20.288 |

Note: the assumed level of the reduction in resources for 2016/17 and 2017/18 has not changed since the MTFS reported to Council in February 2015, therefore there is **no additional pressure** as a result of this specific assumption in those years.

4. Spending Pressures

The MTFS includes spending pressures including pay increases, pressure arising from contractual inflation, increased demand for services and the impact of previously agreed savings measures that are no longer achievable.

4.1 Pay

The previously reported MTFS includes provision for a 2% pay award each year in 2016/17 and 2017/18 and also incorporates the impact of a forecast increase in the Living Wage rate as set by the Living Wage Foundation (of which the County Council is an accredited member).

The Chancellor announced a 4 year restriction on public sector pay increases at 1% per year. This could be used as a guide for the Council's assumptions however the 1% limit is not binding on local government employers. If the Council were to revise its assumption on pay award from 2% to 1% a potential saving of £2.1m may be realised in 2016/17 and 2017/18. The MTFS then includes the additional pressure arising from a 1% increase to pay in each subsequent year.

The Chancellor also announced increases to the minimum wage for people aged over 25, referred to as the 'National Living Wage'. This is completely separate to the Living Wage the County Council is committed to paying its employees as an accredited member of the Living Wage Foundation and has no impact on the pay assumptions made in the MTFS.

The impact of the revised pay assumptions identified above on the MTFS are:

| | 2016/17 £m | 2017/18 £m | 2018/19 £m | 2019/20 £m | 2020/21 £m | Total £m |
|------------------------|---------------|---------------|---------------|---------------|---------------|-------------|
| Impact of 1% pay award | -2.1 | -2.1 | 2.4 | 2.4 | 2.4 | 3.0 |

4.2 Price inflation

Contractual price increases have been reviewed by services and additional pressure has been identified.

The main areas of additional cost pressure resulting from price inflation are:

- £41m for contractual price increases for third party providers of Adult Social Care across the period
- £11m for contractual price increases within the Waste Management contract across the period

The impact of the revised price inflation assumptions identified above on the MTFS are:

| | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | Total |
|---|---------|---------|---------|---------|---------|-------|
| | £m | £m | £m | £m | £m | £m |
| Impact of revised price inflation assumptions | -1.8 | 1.1 | 18.0 | 19.6 | 21.6 | 58.5 |

It is clear that the majority of the 'additional' pressure identified is simply as a result of extending the MTFS period by 3 years rather than there being significant increases to previously made assumptions.

4.3 Demand Pressures

All services have reviewed the demand pressures faced by the council in future years. The impact of this review has been identified and is reflected in the revised MTFS and it can be seen that the majority of the increase to the funding gap that has been identified is for the period from 2018/19 to 2020/21 (the extended period brought into the MTFS). The main element of this is the increase in demand for Adult Social Care.

There are however, some specific increases in demand identified in 2016/17 as follows:

- £4.4m to reflect the growth in the number of looked after children in 16/17.
- £6.0m of pressure to reflect the potential loss of the Waste PFI Grant in 16/17.
- £8.1m to reflect the on-going pressure on the BTLS contract in 16/17.

The impact of the revised demand assumptions identified above on the MTFS are:

| | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | Total |
|--------------------------------------|---------|---------|---------|---------|---------|-------|
| | £m | £m | £m | £m | £m | £m |
| Impact of revised demand assumptions | 18.1 | 1.3 | 14.5 | 16.1 | 18.8 | 68.8 |

4.4 Savings that will not be delivered

Services have reviewed previously agreed savings to be delivered through the new service offers and identified a number of proposals that are considered to be no

longer deliverable all in relation to Adult Social Care. Work is ongoing to review all service offer savings as part of the monthly monitoring process and further update will be provided in due course.

The impact this has on the MTFS is:

| | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | Total |
|---------------------------------------|---------|---------|---------|---------|---------|-------|
| | £m | £m | £m | £m | £m | £m |
| Impact of revised savings assumptions | 33.4 | 12.8 | - | - | - | 46.2 |

5. Future Risks

The following are key future risks, the full impact of which will not be known at this stage:

5.1 Impact of the increase to the minimum wage (the 'National Living Wage')

Whilst the impact of the newly announced National Living Wage has no impact on the costs already forecast for the Council's own employees it **may impact significantly on the rates paid to providers of Adult Social Care commissioned services**. Detailed work to assess the impact of this is required however a preliminary assessment indicates the additional costs could be:

| | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | Total |
|------------------------------------|--------------|---------------|---------------|---------------|---------------|----------------|
| Estimated hourly rate | £7.20 | £7.65 | £8.10 | £8.55 | £9.00 | |
| Estimated additional cost | £6.9m | £9m | £9m | £8.9m | £9m | £42.8m |
| <i>Aggregate loss of resources</i> | <i>£6.9m</i> | <i>£15.9m</i> | <i>£24.9m</i> | <i>£33.8m</i> | <i>£42.8m</i> | <i>£124.3m</i> |

5.2 Public Health Grant

The Council is likely to be subject to an in-year reduction to the Public Health Grant of approximately £4m in 2015/16. As yet it has not been confirmed if this will be repeated in future years. The MTFS assumes that this will not be repeated, therefore this income remains at risk in our assumptions.

5.3 Better Care Fund

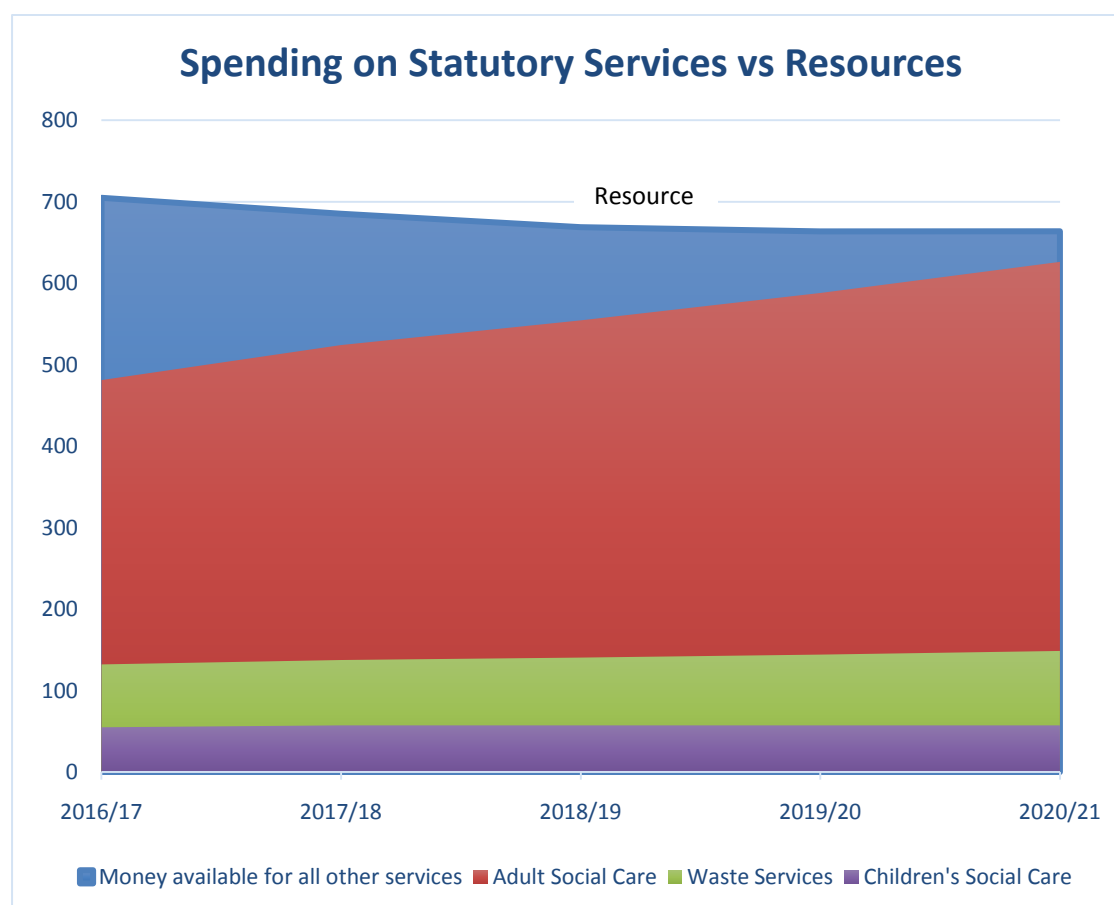
The budget currently includes £20m of income from the Better Care Fund. This will only be received if it is agreed annually by the six Lancashire Clinical Commissioning Groups (CCGs).

5.4 Care Act

The MTFS assumes that any additional spending in relation to the Care Act would be met by Government funding. The recent announcement of a delay to the implementation of the Care Act proposals has no direct impact on the MTFS and funding gap because of this assumption.

6. Spending on statutory services

The following graph highlights how service expenditure is under pressure as a result of continuing demand on Adult and Children's social care and waste services, leaving less available funding for other local government services. Whilst this has been the expected picture for some time the Council is beginning to face the real impact of previously projected trends in increased demand and reduced funding. Consequently this makes it imperative that the Council determines the funding of services which are the priority for Lancashire.





HM Treasury

A country that lives within its means

Spending Review 2015



A country that lives within its means

Spending Review 2015

Presented to Parliament by
the Chancellor of the Exchequer to the Treasury
by Command of Her Majesty

July 2015



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Print ISBN 9781474124034

Web ISBN 9781474124041

PU1844

Printed in the UK by the Williams Lea Group on behalf of the Controller of Her Majesty's Stationery Office

ID 17071522 07/15

Printed on paper containing 75% recycled fibre content minimum

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Foreword

The government is committed to putting Britain's security first. When it comes to the economy, and providing security for working families, that means finishing the job of repairing Britain's finances. So today we are launching Spending Review 2015, to identify the further savings required to eliminate the deficit by 2019-20.

Over the last Parliament the government delivered the reductions in public spending that it committed to and more than halved the budget deficit it inherited. We honoured our promise to increase spending in vital public services such as the NHS and schools, and our reforms improved the quality of public service delivery. Employment is back to near record levels, crime is falling and public satisfaction with the NHS is rising year on year. More children than ever are now in a good or outstanding school. But we are still borrowing £1 for every £10 we spend and national debt remains at its highest level for 50 years. If we do not deal with this debt, we run risks with our economic security.

At the Summer Budget we took the first step to finish the job of fixing the public finances. This set out £12 billion of savings from welfare, to move Britain to a higher wage, lower welfare, lower tax economy that is more productive. We also found £5 billion from addressing avoidance, evasion and imbalances in the tax system. Together, this will deliver around half of the consolidation needed to eliminate the deficit. Today we are asking government departments to draw up plans to help to deliver the remaining £20 billion of consolidation required overall, over the next 4 years.

The Spending Review will prioritise our investment in the NHS and in our national security. We will continue to protect spending on schools and honour our commitment to the poorest people in the world. In other areas, we will need to make significant savings. We know we can achieve this while maintaining the public services we rely on, because we have done it before.

We also need to take radical steps towards the devolution of power in the UK, moving away from the imbalanced and overly-centralised system of government we inherited. Devolution to Scotland, Wales and Northern Ireland is well underway. Devolution within England has only just begun. This Spending Review is an opportunity to take a further big step forward.

We will also make greater use of digital technology to modernise Britain's public services and give people greater choice in the decisions that affect them and their communities. We will go further to maximise efficiencies and get the best value for money for taxpayers in all areas of public spending.

On 25 November we will set out how this will be done. We will fix the roof while the sun is shining and ensure we have a more balanced economy that offers security for the working people of Britain.



George Osborne
Chancellor of the Exchequer



Greg Hands
Chief Secretary to the Treasury

July 2015

1 Introduction

1.1 The government's long-term economic plan has laid the foundations for a stronger economy, and the UK's recovery is now well established. Significant progress has been made in putting the public finances on a sustainable footing but further work is needed to finish the job.

1.2 Spending Review 2015 is central to the government's commitment to control spending, eliminate the deficit and start to run a surplus. This means taking a step back and thinking about the shape of the state, exploring innovation and reform in public services, ensuring spending on core public services is prioritised and delivering value for money for the taxpayer.

1.3 Taking further action to reach a surplus will involve difficult decisions, but the government is committed to eliminating the deficit in a fair and balanced way, and the Spending Review will set out how the government will deliver the remaining £20 billion of consolidation required overall to achieve this.

Fiscal context

1.4 Since 2010, the government has made significant progress in reducing the deficit and repairing the public finances. Over the course of the last Parliament, the deficit was more than halved as a percentage of GDP from its post-war peak of 10.2% to reach 4.9% in 2014-15.¹ Debt is forecast to have peaked as a share of GDP at the end of 2014-15.² However, risks remain to the recovery — including from events in Greece and a slowing global economy — while the deficit remains among the highest in advanced economies, and debt stands at its highest share of GDP since the late 1960s.³

1.5 High debt increases the UK's vulnerability to future shocks, and means a high burden of interest costs on future generations. Running a surplus on the headline measure of borrowing is the only sustainable way to bring down debt as a share of GDP in the long term.

1.6 The government is taking further action to finish repairing the public finances. This Parliament, the government has already identified a further £3 billion of departmental savings in 2015-16.⁴ Those savings have been achieved through efficiency savings, asset sales and tighter control of budgets to drive underspends in-year.

1.7 Summer Budget 2015 set out the government's fiscal plan, reaffirming the government's commitment to deliver an overall surplus and reduce debt year on year. The government is continuing to prioritise sustainable public finances and take further action to deliver economic security.

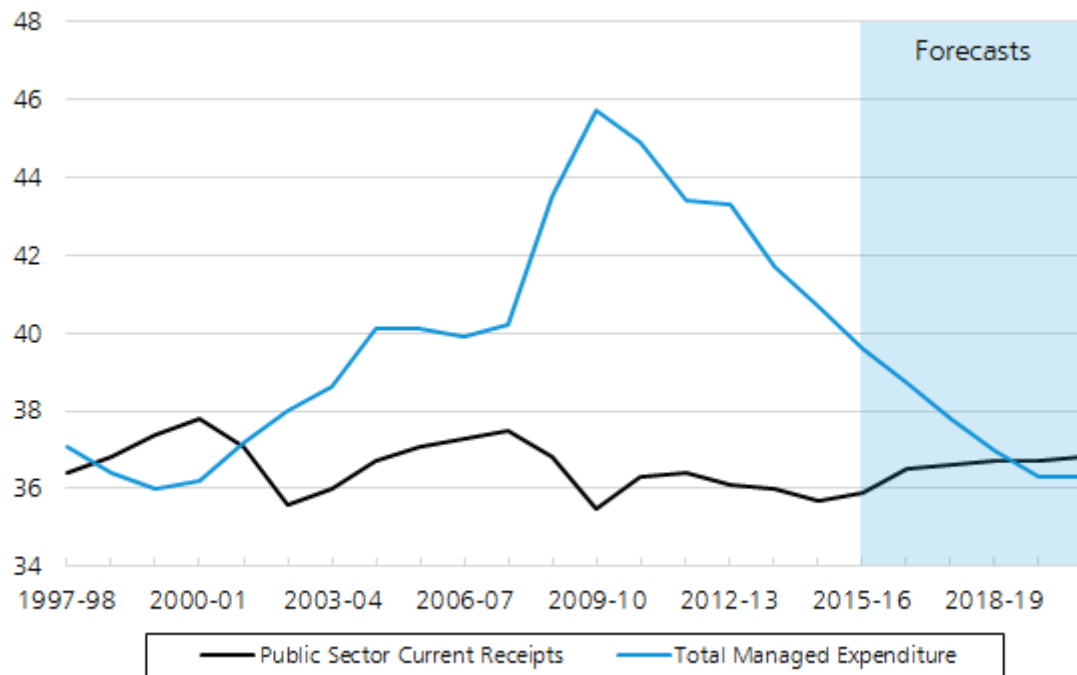
¹ Public Sector Finances, ONS, May 2015

² 'Economic and fiscal outlook', Office for Budget Responsibility (OBR), July 2015

³ 'Three Centuries of Data on the UK Economy', Bank of England data; 'IMF Fiscal Monitor', IMF, April 2015

⁴ 'Chancellor announces £4½ billion of measures to bring down debt', HM Treasury, 4 June 2015

Chart 1.A: Total public sector spending and receipts (per cent of GDP)



Source: Office for Budget Responsibility

1.8 In the last Parliament, the headline measure of public sector net borrowing (PSNB) was reduced by around 1.1% of GDP a year on average.⁵ The government has decided to maintain the same average pace of reduction in the headline measure of PSNB in this Parliament to reach an overall surplus in 2019-20. The fiscal path means that the deficit falls smoothly and that debt falls as a share of GDP in every year of the Parliament. As a result of this plan, a larger surplus will be achieved in 2019-20 and debt as a share of GDP in that year is forecast to be lower than expected at March Budget 2015.

1.9 To achieve the surplus in 2019-20 the government will undertake around £37 billion of consolidation measures. As shown in Table 1.A, the Summer Budget made significant progress towards this aim, setting out £17 billion of measures to reduce the deficit, including £12 billion by 2019-20 from welfare reform and £5 billion by 2019-20 from tackling tax avoidance and tax planning, evasion and non-compliance, and imbalances in the tax system.

1.10 Summer Budget 2015 also set out the government's commitments in priority areas of spending, including increasing NHS funding in England by £10 billion in real terms by 2020-21, above 2014-15 levels, and raising the entire Ministry of Defence budget by 0.5% a year in real terms. The government has also committed to protect per-pupil funding for schools, and to meet its commitment to spend 0.7% of GNI on Official Development Assistance (ODA).

1.11 In the autumn, having conducted Spending Review 2015, the government will confirm how it will both invest in priority spending and deliver the remaining £20 billion of consolidation required overall to eliminate the deficit.

⁵ HMT analysis based on 'Public Sector Finances', ONS, May 2015

Table 1.A: Consolidation plans over this Parliament (£ billion)

| | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
|---|----------|-----------|-----------|-----------|
| Discretionary consolidation¹ | 9 | 20 | 31 | 37 |
| of which announced at Summer Budget 2015² | 6 | 9 | 13 | 17 |
| of which welfare reform | 5 | 7 | 9 | 12 |
| of which tax avoidance and tax planning, evasion and compliance, and imbalances in the tax system | 1 | 2 | 4 | 5 |
| Remaining consolidation | 3 | 11 | 18 | 20 |

¹ Discretionary consolidation is calculated as the sum of: receipts from avoidance and tax planning, evasion and compliance and imbalances in the tax system and welfare policy decisions announced at Summer Budget 2015; and the additional reduction in spending (or equivalent increase in taxes) needed to meet the government's overall fiscal path, compared to a counterfactual in which RDEL excluding depreciation grows in line with whole economy inflation from its 2015-16 level (excluding the OBR's allowance for shortfall) and all other spending (and receipts) follows the OBR's July 2015 Economic and fiscal outlook forecast.

² Total welfare policy decisions and total receipts from avoidance and tax planning, evasion and compliance, and imbalances in the tax system as set out in Table 2.1 of Summer Budget 2015.

Source: Office for Budget Responsibility, HM Treasury policy costings and HM Treasury calculations

1.12 HM Treasury is inviting government departments to set out plans for reductions to their Resource budgets. In line with the approach taken in 2010, HM Treasury is asking departments to model two scenarios, of 25% and 40% savings in real terms, by 2019-20.

1.13 Alongside departmental savings the government will continue to consider further sensible welfare reforms that strengthen work incentives and make the welfare system fairer and more affordable. It will also look to do more to tackle avoidance and tax planning, evasion and compliance, and imbalances in the tax system.

About this document

1.14 This document sets out the government's priorities for Spending Review 2015 and how plans to deliver the overall £20 billion of consolidation will be developed in the coming months.

1.15 Chapter 2 explains the progress the government has made in driving efficiencies, reforming the delivery of public services and boosting jobs and growth. Chapter 3 sets out the government's priorities for public spending over this Parliament. Chapter 4 explains how the government will conduct Spending Review 2015.

2 Progress over the last Parliament

2.1 Since 2010, the government has saved taxpayers' money by driving efficiency and improving financial management. It has done this while funding its priorities, modernising the delivery of public services, and prioritising jobs and growth.

Reforming public services and delivering value for money across the public sector

2.2 Over the last 5 years the government introduced ambitious reforms to public services to improve outcomes and better meet the needs and expectations of citizens, such as digitising tax returns and UK border controls. Reforms to the welfare system and action to restrain the cost of public sector pay and pensions have enabled the government to protect jobs and spending on frontline services.

2.3 As a result, the performance and citizen experience of many public services continue to improve:

- The Commonwealth Fund named the NHS the best healthcare system in 2014.¹ Satisfaction with the NHS is at its highest for years, and dissatisfaction with the service is at its lowest ever.²
- Crime in England and Wales has fallen by more than a quarter since June 2010³ and public confidence in the police is up⁴, even as spending has reduced. Over the last five years, the criminal justice system in England and Wales has undertaken a programme of reform to prioritise care for victims, reduce re-offending and eradicate outdated working processes through digitisation.
- The number of pupils taught in good or outstanding schools has increased by over a million since 2010.⁵ There are now over 4,700 academies, giving schools more freedom in how they operate, and over 300 new free schools, studio schools and University Technical Colleges, offering real choice to parents.⁶ Since 2010 more than 2.3 million apprenticeships have started in England.⁷
- The reforms to Higher Education are establishing a sustainable approach to funding the sector, while increasing opportunities for more students to go to university and ensuring that graduates only repay their loans once they are in well-paid jobs. In 2014, record numbers of young students and students from disadvantaged backgrounds were accepted into university – recent data show that 18 year olds

¹ 'Mirror, Mirror on the Wall: how the performance on the US health care system compares internationally', The Commonwealth Fund, June 2014

² 'Public Satisfaction with the NHS in 2014', The King's Fund, 2015

³ Crime Survey for England and Wales – year ending September 2014, ONS, 2015

⁴ Crime Survey for England and Wales – year ending September 2014, ONS, 2015

⁵ OFSTED, dataview.ofsted.gov.uk

⁶ Department for Education, www.gov.uk/government/publications/open-academies-and-academy-projects-in-development, www.gov.uk/government/publications/free-schools-open-schools-and-successful-applications, www.gov.uk/government/publications/utcs-and-studio-schools-open-schools-and-applications-received

⁷ Data from Individualised Learner Record

living in the most disadvantaged areas of England are now 72% more likely to apply to university than they were in 2006.⁸

- Over 5 million people have been automatically enrolled into a workplace pension.⁹

2.4 During the last Parliament the government reformed the welfare system to strengthen work incentives and spending control. Between 1997 and 2010 the cost of welfare increased significantly in real terms due to the absence of firm year-by-year controls. The government addressed this by legislating for over £21 billion of welfare savings and introducing a welfare cap to ensure that unplanned increases in welfare spending do not go uncorrected.

2.5 Further reforms to the welfare system are having a marked impact on work incentives and employment. The Work Programme, a major new payment-by-results initiative, is successfully supporting people who are at risk of becoming long-term unemployed to find lasting work. To date, 433,000 individuals have found sustained employment of at least three or six months while on the scheme.¹⁰ The new Universal Credit, which brings 6 benefits into one, is now available in more than 240 jobcentres and over a million claimant commitments, which set out claimants' job-seeking responsibilities, have been signed.¹¹

Driving efficiency and delivering improved outcomes for citizens

2.6 Over the last Parliament the government achieved significant reductions in the deficit by making the public sector more efficient. Figures from the Cabinet Office show that by 2013-14 the government had saved £14.3 billion from efficiency compared to 2010, equivalent to £830 a year for every working household in the UK.¹² By the end of the current financial year central government's administration costs will have fallen by 40% in real terms, or £7 billion, since 2010.

2.7 This strong focus on efficiency, combined with far-reaching reforms to public services, has meant that even with significant spending reductions public services continue to deliver improved outcomes for both citizens and the UK economy:

- The NHS's QIPP (Quality, Innovation, Productivity and Prevention) Programme set out plans to drive forward quality improvements in NHS care, at the same time as making up to £20 billion of efficiency savings by 2014-15.¹³
- The Government Digital Service (GDS) and the GOV.UK website in 2012 have established the United Kingdom as a digital world-leader. The GDS has redesigned and digitised more than 20 key public services, driving down transaction costs and improving service quality for citizens. More than 2 million people have registered to vote using a new digital service, and new claims for Jobseeker's Allowance, State Pension and Carer's Allowance are now all available online.¹⁴
- Consolidating government-owned land and property has saved more than £625 million in running costs and released £1.4 billion of receipts since 2010.¹⁵ March Budget 2015 announced a new commercially-driven approach to land and property asset management across the central government estate from March 2017. In

⁸ UK application rates by country, region, constituency, sex, age and background, UCAS, 30 January 2015

⁹ Declaration of compliance report, automatic enrolment (July 2012 – end June 2015), The Pensions Regulator, 2015

¹⁰ Department for Work and Pensions Work Programme Statistics, June 2015, table 1.4

¹¹ Summer Budget 2015, HM Treasury, July 2015. Also Universal Credit at work, DWP, February 2015.

¹² 'Efficiency and Reform in the next Parliament', Cabinet Office and HM Treasury, December 2014

¹³ 2010 to 2015 government policy: NHS efficiency, Department of Health, March 2013

¹⁴ Efficiency and Reform in the next Parliament, Cabinet Office and HM Treasury, December 2014

¹⁵ Efficiency and Reform in the next Parliament, Cabinet Office and HM Treasury, December 2014

terms of estates utilisation, the UK now has one of the most efficient governments in the world.¹⁶

- Buying goods and services in a more centralised way and improving the way departments manage suppliers have made substantial savings for government since 2010. Cabinet Office figures show that £2 billion of those savings came from reduced spending on consultants, contingent labour and marketing and advertising.¹⁷ Efficiencies in operational PFI contracts for transport projects have saved £478 million, out of a government total of £1.6 billion.¹⁸

2.8 In 2010 the government made a firm commitment to ensure financial discipline is at the heart of decision making at all levels of government. To that end, and following publication of the Review of Financial Management in government, an ambitious and innovative programme of work is underway to drive value for money in all areas of public spending. The programme has strengthened the government's finance capability, is improving accuracy in public spending forecasting and is building a more granular understanding of the cost and value of public services, particularly in cross-cutting areas of expenditure. This will benefit the government's approach to Spending Review 2015.

2.9 The costs of public service pensions rose by a third in the ten years to 2011, with much of the additional cost falling to the taxpayer. In the last Parliament the government delivered a package of reforms to rebalance taxpayer and member contributions in the short term, and to ensure that costs are sustainable and fair in the long term. The total reform package is projected to save 40% of net expenditure on the public service pensions schemes by 2061-62¹⁹ — more than £430 billion of savings, in current GDP terms, over the next 50 years.

Boosting jobs and economic growth

2.10 Alongside driving efficiencies and improving public services and outcomes, the government has prioritised employment and growth.

2.11 Employment in the UK is back to near record levels with 31 million people in work, having risen by almost 2 million since 2010.²⁰ Between the first quarter of 2010 and the first quarter of 2015, over 5.5 jobs were created in the private sector for every public sector job lost.²¹

2.12 Infrastructure is an essential part of raising productivity and economic growth. On transport alone, the government delivered 60 major roads and local transport projects over the last Parliament including the completion of Kings Cross station and the tunnelling for Crossrail, while saving more than £500 million in project costs.

2.13 Over the last Parliament the government prioritised capital investment over day-to-day spending, and increased its capital spending against the plans it inherited: as a share of GDP, public investment will be higher on average this decade than under the whole period of the previous government. The government published the first ever National Infrastructure Plan as well as the first Roads Investment Strategy – a five year plan to deliver an unprecedented £15 billion of investment in strategic roads over the course of this Parliament.

¹⁶ State of the Estate, Cabinet Office, March 2015

¹⁷ Efficiency and Reform in the next Parliament, Cabinet Office and HM Treasury, December 2014

¹⁸ Savings from operational PFI contracts, National Audit Office, 29 November 2013

¹⁹ See 'Fiscal sustainability report 2012', OBR, July 2012

²⁰ ONS Labour Market Statistics, July 2015

²¹ ONS Labour Market Statistics, July 2015

3 A strategic approach to spending

3.1 Alongside delivering the government's overall fiscal aims, Spending Review 2015 is an opportunity to review the role of government, ensure that public spending is sustainable for future generations, and deliver public services in a modern way that meets people's expectations about decisions that affect them and their communities. The government will ensure that spending on key services is prioritised and delivers value for money for the taxpayer.

Priorities for Spending Review 2015

3.2 Summer Budget 2015 confirmed the government's commitment to fund increases in the NHS and defence spending. The government also remains committed to meeting its target of spending 0.7% of GNI on Official Development Assistance (ODA), and is protecting schools funding on a per-pupil basis including pupil premium rates. These investments will ensure the sustainability and quality of core public services, but must be accompanied by measures to increase productivity and efficiency to ensure that every extra pound is put to the very best use.

3.3 Alongside protecting these specific areas, the Spending Review will prioritise spending according to a number of core outcomes:

- promoting innovation and greater collaboration in public services
- promoting growth and productivity, including through radical devolution of powers to local areas in England
- delivering high-quality public services, such as the NHS
- promoting choice and competition
- driving efficiency and value for money across the public sector

3.4 The following sections set out further detail on the government's priorities for Spending Review 2015.

Health

3.5 The government will protect spending on the NHS in England and backs the NHS 'Five Year Forward View' which outlines a plan for a more sustainable, integrated health service that cares for people closer to home.¹ By committing to increase NHS funding in England by £10 billion in real terms by 2020-21, above 2014-15 levels, the government is supporting the NHS in England to deliver its plan and produce a step change in safety, quality and access. In return for the additional investment, the NHS will need to deliver on its commitment to achieve significant efficiency savings by 2020-21, as set out in the Five Year Plan.

3.6 Work to deliver those savings has already started. The Department of Health is currently undertaking an Efficiency Review led by Lord Carter. An interim report was published in June 2015 highlighting potential efficiency savings in a number of areas.² These included NHS workforce efficiencies (for example establishing best practice in the management of productive

¹ 'Five Year Forward View', NHS, October 2014

² 'Review of Operational Productivity in NHS providers', Department of Health, June 2015

time and rostering) and procurement savings through developing an electronic NHS catalogue for goods and standardising clinical items.

3.7 The additional investment in the NHS will ensure that the NHS becomes a 7-day service by 2020-21. Everyone will be able to access GP services from 8am – 8pm 7 days a week. These improvements will allow people to better balance work, family and their healthcare, and will be central to a more productive economy. Further, over this Parliament the NHS will continue to improve quality, choice and clinical outcomes in areas such as cancer, dementia and mental health.

Defence and security

3.8 At the Summer Budget, the government built on its commitment to safeguard the security of the United Kingdom by:

- raising the Ministry of Defence (MoD) budget by 0.5% per year in real terms to 2020-21
- making available an additional £1.5 billion a year towards the end of the Parliament to increase spending on the military and intelligence agencies
- committing to meet the properly measured NATO pledge to spend 2% of GDP on defence every year of this decade
- protecting in real terms counter terrorism spending of more than £2 billion across government

3.9 The final allocation of this additional funding will be determined by the Strategic Defence and Security Review and the Spending Review. There is more work to do on rationalising the MoD's estate and other parts of its activities. The additional funding is conditional on the armed services and agencies producing further efficiencies within their existing budgets to ensure continued investment in the most important capabilities.

Schools

3.10 The government reaffirms its commitment to protect per-pupil funding for schools. Evidence shows that while many schools have driven down costs, there is still significant scope for other schools to increase efficiency and productivity. Secondary school spending on back-office costs ranges from £202 to £1,432 per pupil, and between 2003 and 2013, back-office spending per pupil in maintained schools increased by around 60% in real terms.³ The government will support schools to improve productivity and maximise expenditure on improving children's education, including through the Spending Review process.

3.11 The government will also make schools funding fairer and focus efforts to support school improvement in underperforming areas, including coastal areas, encouraging the best academy chains to expand and bringing new sponsors where needed.

Official Development Assistance

3.12 The government will continue to meet its ODA commitment of 0.7% of GNI. To achieve an optimal allocation of ODA spending, the Treasury will run a competitive process as part of the Spending Review to scrutinise proposed ODA spending across government and ensure ODA spending represents high value for money.

³ 'Review of efficiency in the schools system', Department for Education, June 2013; 'Consistent Financial Reporting data', Department for Education, 2002-03 and 2012-13

Growth, productivity and devolution

3.13 As set out in 'Fixing the foundations: creating a more prosperous nation', higher productivity can increase household incomes and support sustainable economic growth for the long term, as well as contribute to fiscal consolidation. Spending Review 2015 will therefore prioritise spending in areas that drive productivity and growth. As public services represent around 20% of the economy, the government will also continue to increase the productivity and efficiency of the public sector.⁴

3.14 The UK needs to make significant improvements to productivity across the regions, and the government is committed to further radical devolution of power within England. This will give local leaders more opportunity to drive efficiencies by bringing budgets and powers closer to the point of use. It will also improve outcomes through giving local people greater influence over how services are delivered. The Spending Review will establish how spending can be used to rebalance the economy, including by building a Northern Powerhouse.

3.15 The government is committed to building strong city regions led by elected mayors, building on the ground-breaking devolution deal with Greater Manchester in November 2014. The Chancellor has asked all relevant Secretaries of State to proactively consider what they can devolve to local areas and where they can facilitate integration between public services. City regions that want to agree a devolution deal in return for a mayor by the Spending Review will need to submit formal, fiscally-neutral proposals and an agreed geography to the Treasury by 4 September 2015. The Treasury and DCLG will work with city regions to help develop their proposals.

3.16 As part of the Spending Review, the government will look at transforming the approach to local government financing and further decentralising power, in order to maximise efficiency, local economic growth and the integration of public services.

3.17 The Local Growth Fund, recommended by Lord Heseltine, is an important part of the government's commitment to empower local places with the tools they need to drive economic growth. Autumn Statement 2013 confirmed that central government departments will devolve at least £12 billion from 2015-16 to 2020-21 to the Local Growth Fund. As part of the Spending Review process, the government will identify which budgets will be devolved into the Local Growth Fund to support economic development across the country. This will place more funding in the hands of local communities for their priority projects.

3.18 The government continues to deliver against its commitment to devolve further powers to Scotland, Wales and Northern Ireland, ensuring that each administration has the appropriate levers to take decisions to address their specific challenges. It has also set out its plans for delivering English votes on English matters, including tax and spending powers.

Criminal justice

3.19 In the Spending Review, the government will look to build on the progress made over the last Parliament, by:

- creating a fully integrated criminal justice system from the police station to the courts to ensure services are more efficient and focused on needs of victims and witnesses
- continuing to modernise courts and prison infrastructure

⁴ 'Fixing the foundations: creating a more prosperous nation', HM Treasury, July 2015

- supporting the police to innovate and exploit opportunities for greater efficiency and value for money

3.20 The government's investment in courts in England and Wales will deliver more efficient and effective administration for citizens using courts and tribunals, realising savings in excess of £100 million a year by 2019-20.

Modernising public services through innovation, integration and localism

3.21 The Troubled Families programme has demonstrated the effectiveness of integrating services at the local level, providing a more efficient and joined-up approach to meeting troubled families' complex needs. The programme has already turned around the lives of thousands of families with complex problems and the government has committed to extending it to a further 400,000 families in this Parliament. The government will continue to support this and similar cross-cutting initiatives that generate efficiencies and bring together public services at local level.

3.22 In the last Parliament the government created the biggest ever financial incentive to join up health and social care services, with each part of the country now managing its share in a £5.3 billion pooled budget. The government is also backing the ground-breaking plan to bring together £6 billion of health and social care funding in Greater Manchester. In the next Spending Review period the government will continue to join up services from hospital to home and areas that want to go further more quickly will be considered for devolution deals that suit their area and benefit local communities.

3.23 Spending Review 2015 will consider options to reform the markets that deliver public services to improve service quality and potentially deliver savings. Effective and active choices made by services users can help drive more efficient outcomes. Modernising regulatory requirements for delivering services or the approach to payments for services can allow more providers to enter the market, increasing competition and innovation, resulting in increased efficiency and reduced costs. For example, by competing some of the peripheral services required to run a prison (visitor catering, repairs and other ancillary services) across the public sector prison estate, the National Offender Management Services (NOMS) expects savings of over £12 million a year from 2016-17.

3.24 There is still too much duplication of processes and services across the public sector. The first steps to integrate services, to save money and improve service outcomes, were taken in the last Parliament. The government will take further action to ensure departments and agencies work more closely together.

Efficiency and financial management

3.25 The government will continue to examine pay reforms and modernise the terms and conditions of public sector workers. As part of this, the government has agreed proposals with all departments to abolish contractual progression pay across the Civil Service.

3.26 In the last Parliament, the government exercised firm restraint over public sector pay to deliver reductions to departmental spending, saving approximately £8 billion.⁵ The government will need to continue taking tough decisions on public sector pay in order to deliver reductions to departmental spending and protect the quality of public services. The Summer Budget confirmed that the government will fund a 1% pay award for public sector workforce for 4 years from 2016-17. This will save approximately £5 billion by 2019-20.⁶ The government expects pay

⁵ HM Treasury analysis

⁶ HM Treasury analysis

awards to be applied in a targeted manner within workforces to support the delivery of public services.

3.27 To get the most value from taxpayers' money, the government will continue with its ambitious programme to improve financial management across all 17 main government departments and arm's length bodies. The government is improving business planning through the creation of Single Departmental Plans, to ensure resources are being matched to government priorities. Single Departmental Plans will provide a strong means to monitor progress against government priorities and the delivery of the manifesto commitments.

3.28 The government will continue to maximise the economic value generated from electromagnetic spectrum by sharing or releasing spectrum currently used by the public sector wherever practicable. As announced in 'Fixing the Foundations: developing a more prosperous nation', the government has implemented a new model for the centralised management of public sector spectrum to enable us to take a strategic approach to managing its use.⁷ As part of the Spending Review, spectrum-using departments will be charged a market-based fee for their spectrum use based on expert advice from Ofcom.

3.29 The government has taken strides to reduce the size of its estate, getting out of expensive buildings that it no longer needs, and releasing surplus public sector land. This is vital to reducing running costs, promoting economic growth, and meeting the government's housing ambitions. In the last Parliament, the government met its target to sell surplus land with capacity for 100,000 homes. But taxpayers still own over £300 billion worth of land and buildings,⁸ with the Ministry of Defence (MoD) alone owning approximately 1% of all UK land.⁹ Operating from such a diversified estate also drives other costs, including the £115 million a year the MoD spends on vehicle hire, including to travel between different sites. The government has committed to dispose of public sector land for at least 150,000 homes by 2020. As part of the Spending Review, departments will set out how they will meet their share of contributions to this target.

⁷ 'Fixing the foundations: creating a more prosperous nation', HM Treasury, July 2015

⁸ Whole of Government Accounts, year ended 31 March 2014, HM Treasury, March 2015

⁹ MOD land holding bulletin 2014, Ministry of Defence, July 2014

4 Delivering the Spending Review

4.1 This chapter explains how the government will conduct Spending Review 2015, which will be published on 25 November 2015.

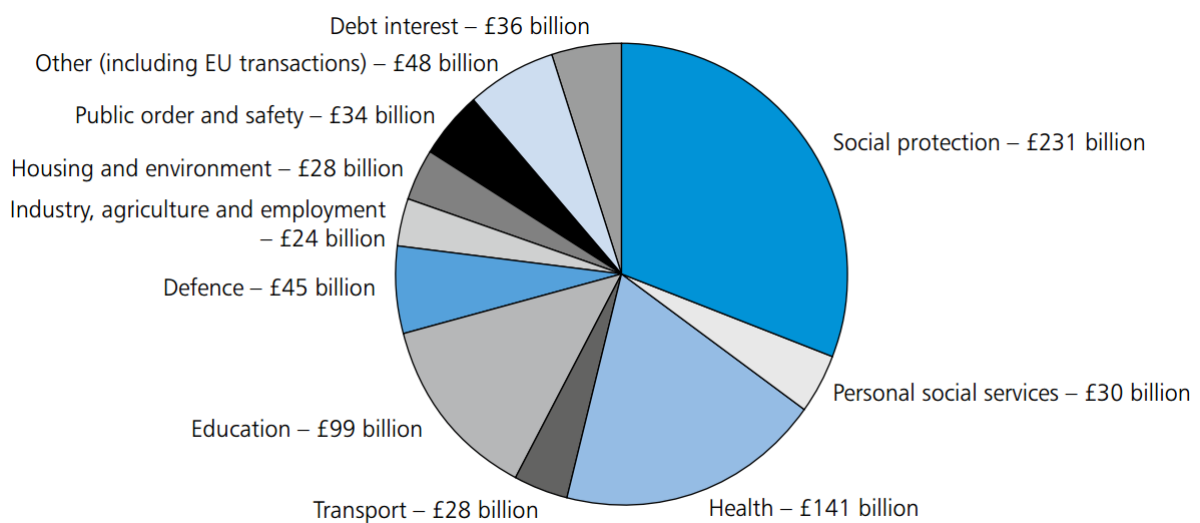
Scope

4.2 To ensure the Spending Review is as comprehensive as possible, all areas of public expenditure will be in scope including departmental budgets and Annually Managed Expenditure (AME). Priority budgets such as the NHS will be protected as set out in Chapter 3.

4.3 HM Treasury is inviting government departments to set out plans for reductions to their Resource budgets. In line with the approach taken in 2010, HM Treasury is asking departments to model two scenarios, of 25% and 40% savings in real terms, by 2019-20.

4.4 Chart 4.A shows public spending in 2015-16 by function.

Chart 4.A: Public sector spending, 2015-16



Source: Office for Budget Responsibility 2015-16 estimates. Illustrative allocations to functions are based on HMT analysis including capital consumption figures from the Office for National Statistics. Figures may not sum due to rounding.

Devolved administrations

4.5 Every part of the UK will need to take action to tackle the UK's fiscal deficit and build the foundations for strong and sustained economic growth. The government is committed to working with the devolved administrations to do this. For the majority of spending, the Barnett formula will apply in the normal way at the Spending Review, and devolved administration allocations will be calculated by the Treasury on the basis of the settlements reached with UK government departments.

Process and timetable

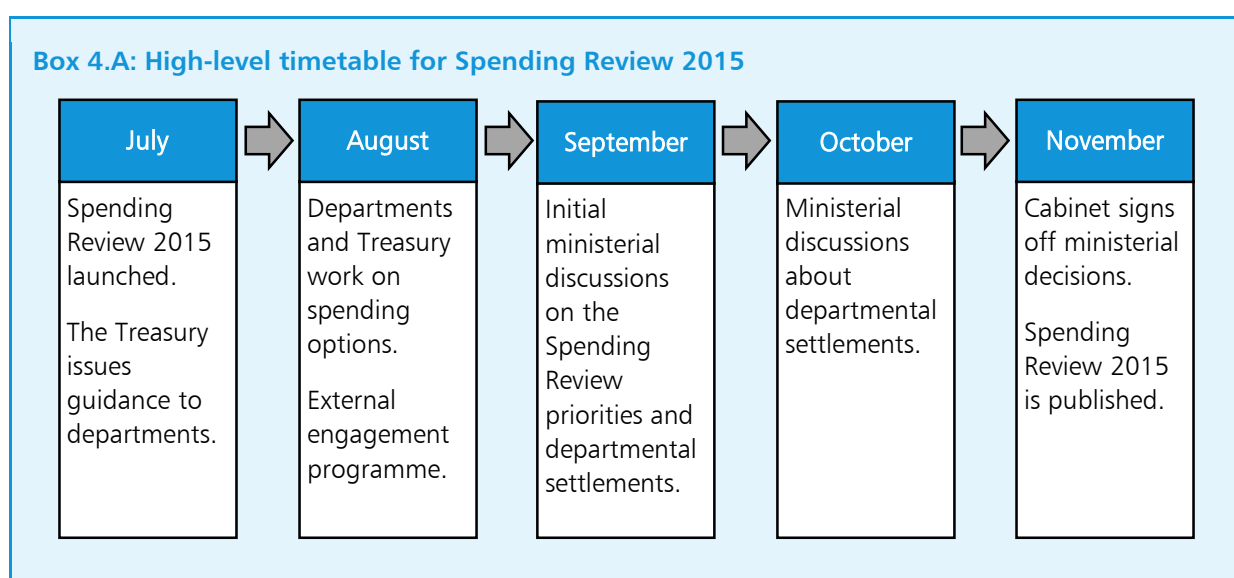
4.6 Departmental Expenditure Limits (DELs) will be set for every government department and all AME will be scrutinised. The Treasury will work with departments to develop options for reforms across DEL and AME to reduce spending and increase efficiency while improving public services.

4.7 The government will undertake a full review of capital spending plans to identify the areas of spending that will achieve the best economic returns while delivering on the commitment to invest £100 billion in infrastructure by the end of the Parliament.

4.8 Departments will also be asked to examine their assets and consider how they can be managed more effectively, including considering the role of privatisation and contracting out where assets do not need to be held in the public sector.

4.9 The Public Expenditure (PEX) committee will be re-established to advise Cabinet on the high-level decisions that will need to be taken in the Spending Review.

4.10 A high-level timetable for the Spending Review is set out in Box 4.A.



Engaging experts throughout the process

4.11 The government will carry out an engagement process over the summer to discuss and consult on the big spending questions it faces, harnessing expertise from within the public sector and beyond.

4.12 During the last Parliament the government established a network of 'What Works' centres to produce independent analysis on the impact and cost-effectiveness of major areas of public spending. The government wants to draw on this expertise and will invite the centres to submit their analysis to HM Treasury.

4.13 The government will organise a series of events over the summer to discuss and debate various aspects of public spending. These will involve a wide range of experts, including those working on the front line of public services. The schedule of events will incorporate many of the key areas that need to be considered as part of the Spending Review process, including:

- devolving and integrating public services at the local level, such as health and social care

- cross-cutting issues such as greater use of big data and digital technologies to drive the next stage of efficiency and reform across government

4.14 Representative bodies, interest groups and individuals are invited to submit written representations to HM Treasury by 4 September 2015. In order to inform the Spending Review, representations should contain relevant policy, reform or money-saving suggestions and be sent to SpendingReview.Representations@hmtreasury.gsi.gov.uk. Further guidance and detail can be found at GOV.UK.

Conclusion

4.15 The government will use the Spending Review to set out plans for eliminating the deficit and safeguarding Britain's long-term economic security. But it will also take the opportunity to invest in its priorities, and deliver ambitious reforms to modernise and localise public services to achieve better outcomes for citizens.

HM Treasury contacts

This document can be downloaded from
www.gov.uk

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ISBN 978-1-4741-2403-4



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Cabinet

Meeting to be held on 12 August 2015

Report of the Corporate Director for Commissioning and Deputy Chief Executive

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| Electoral Division affected: None |
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Base Budget Review

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Executive Summary

The council is facing an ongoing challenge to be able to deliver its services in the context of its reduced and reducing resource base.

The resource base of the council is a function of decisions taken at a national level in the previous Parliament. The new government has made clear its commitment to a reduced level of public services and these have been announced in the Spring Budget and articulated further in, "A country that lives within its means: Spending Review 2015", presented to Parliament by the Chancellor of the Exchequer to the Treasury.

The separate Money Matters report on the agenda, setting out the "Outlook for the County Council's Medium Term Financial Strategy", indicates that the council will need make decisions to bridge an annual budget shortfall of circa £225m by April 2020. Of this the council will need to address a shortfall of £87.1m by 1st April 2017.

To address these shortfalls it is proposed that the council undertake a zero base budget review to inform the council's future budget process.

The report sets out the approach to this budget review.

Recommendation

The Cabinet is asked:

- (i) To note the approach and timetable for the proposed Base Budget Review set out in the report.
- (ii) To agree to a procurement exercise to put in place a Consultancy Framework to support the activities set out in the report.

Background and Advice

The council faces an unprecedented budget challenge, having to deliver the final and most difficult elements of a £500m reduction programme combined with a further reduction in its resource base, as a result of the proposed £20 billion reduction in "non-protected" government departmental expenditure. This will need to be achieved alongside the continuing growth in demand for council services.

The separate Money Matters report on the agenda, setting out the "Outlook for the County Council's Medium Term Financial Strategy", indicates that the council will need make decisions to bridge an annual budget shortfall of circa £225m by April 2020. Of this the council will need to address a shortfall of £87.1m by 1st April 2017.

These reductions are on top of the decisions already taken in the 2014 and 2015 budgets.

Given the magnitude and severity of the impacts of these reductions it is considered that there is now a need to undertake a root and branch review of every aspect of the services provided by the council. The way it is proposed that this be undertaken is through a zero base budget review in the context of a clear Corporate Strategy that sets out the council's priorities.

Such zero based reviews are rarely carried out by councils due to the massive undertaking they involve; the county council's budget is made up in detail of some 15,000 budget lines.

Given the extremely difficult decisions that Full Council will need to make in setting the council's future budgets, officers recognise the importance of providing Members with a range of options from which to make choices. Whilst the "Outlook for the County Council's Medium Term Financial Strategy" suggests that the council may not even be able to meet its all its statutory requirements by 2020/21, the approach set out for the Base Budget Review process aims to provide Members with the maximum scope to make choices.

Stage One: What can be stopped?

The council has now reached the stage where the only way to meet the budget challenge will be to stop providing some services. We are now well beyond an approach to expenditure reduction that can be achieved through reconfiguration of services and different delivery models.

Statutory services and legal challenge

The council has a legal obligation to provide services to its citizens as set down by statute. What is not clear, however, is what constitutes the threshold of what is and what is not mandated by statute. We therefore talk of statutory services with a degree of imprecision. The current configuration of the council's budget does not provide a sufficiently fine grain against which to judge what must be spent to meet our statutory obligations.

The first stage of the Base Budget Review will therefore be a detailed analysis of every service provided by the council, breaking down budgets to a service specific level. It is estimated that this would represent in the order of 200 or so individual services.

A statutory test would then be applied to that service to assess whether or not the council must provide the service and the threshold at which the service must be provided. The test that will be applied is as follows:

- If the council stopped providing the service would it be likely to lose a legal challenge?

This is a very narrow test and will involve a judgement being made. It is important to note that the test is not whether or not a legal challenge may be received, but whether in the opinion of the Monitoring Officer, it is likely we would lose such a challenge.

Often, public service legal challenges in respect of service reductions are lost as a result of appropriate procedures not having being undertaken, in particular effective consultation processes.

This first stage will therefore set out clearly the details of what would need to be done to reach a point where a service could lawfully be ceased and the time it would take to reach the point where expenditure could be stopped.

The outputs from Stage One – Member briefings

The Management Team have already started work on Stage One and have set the end of September for this analysis to be completed.

The outputs from this stage will be a detailed schedule for every service, its cost and its status as statutory or non-statutory based upon the narrow statutory test described.

This will provide the information base upon which future decisions can be considered. It would be the intention to present this to a number of meetings of the Budget Scrutiny Working Group throughout October 2015.

Given the magnitude of the decisions that the Full Council will need to take in setting the budget in February 2016, it is considered that an early and wide understanding of the information will be essential for all 84 Members of the county council. A series of detailed briefings for Members will also be scheduled throughout October 2015.

Stage Two – establishing the future pattern of county council services

The outputs from Stage One will provide an indication of the total expenditure required to provide a minimum level of statutory service. Hopefully, this will leave a balance of resources that can be allocated to other service areas. The output from Stage One will also provide the detailed costs of the non- statutory services;

consequently a future pattern of service provision will be able to be configured using this information.

Clearly the final outcome of Full Council's considerations, would be a schedule of services that can no longer be afforded within the financial resources of the council.

The role of the new Corporate Strategy in shaping the future direction of services will become vital in ensuring we do all we can to meet the needs of Lancashire's citizens. The priorities of the new Corporate Strategy would be used to prepare options for consideration by the Cabinet as to the future pattern of council services.

Cabinet would publish its budget options for consultation in November 2015 as part of the normal budget cycle.

The outputs from Stage One will provide all Members with the information to enable them to consider alternative budget options and alternative patterns of future services, subject to these being contained within the council's resource envelope.

Stage Three – the zero base

Once Full Council has decided upon the future pattern of services in February, detailed work will commence on these services to undertake a fundamental line by line zero base budget review of all expenditure within the retained services. This would also involve a review of the business model of how services are delivered to ensure the best value for money.

It is anticipated that this work would release resources for future investment in services or to meet the budget pressures from 2018/19 to 2020/21

Stage Four – reconfiguration of the council's operating model

The outcome of stages one to three will result in the county council being very different in terms of its pattern of services and being a considerably smaller organisation. There will therefore be a need to look again at the operating model of the council and its management structures, such that they too are smaller and fit for purpose. This part of the Base Budget Review will impact employees at grade 11 and above who have recently taken up their appointments to the new management structure. Whilst this is likely to have an earlier impact as a result of decisions to cease specific services, it is not envisaged that any wholesale change would take place until April 2018. This will provide a relative level of stability in during what will be a very turbulent period.

External support

The council has recognised the need for external consultancy support to reconfigure some of its major services. To date external consultancy services are being procured to support the reconfiguration of Adults' Social Care and to undertake a diagnostic of Children's services.

It is proposed that the council undertake a procurement to establish a wider Consultancy Framework that will allow the council to call off services as and when need arises throughout this Base Budget Review and wider transformation process. In particular it is proposed that an external consultancy would be used to review the council's operating model and management structure as part of Stage Four.

Consultations

Consultation is proposed as part of the separate report on the agenda in respect of the draft Corporate Strategy. Consultation will take place as part of the normal budget process. Additionally, as set out in the report it is proposed that extensive briefing take place for the Budget Scrutiny Working Group and all 84 Member of the council.

Implications:

This item has the following implications, as indicated:

Financial

The costs of external consultancy services will vary depending upon the nature and scale of the work required. Separate authority will be sought for any work not covered by budgetary provision. It is anticipate that there will be a call upon the council's reserves to enable this work to be funded and these requests will be presented for consideration on a case by case basis.

Risk management

The actions set out in the report are considered essential to mitigate the council's budget risks and ensure that the council will be able to set robust and sustainable budgets in the years ahead.

List of Background Papers

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

Meeting to be held on 12 August 2015

Report of the Corporate Director for Commissioning and Deputy Chief Executive

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|--------------------------------------|
| Electoral Division affected: None |
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Redundancy Payments Scheme and Trade Union Consultation

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Executive Summary

At its meeting held on 20 February 2014 the Full Council agreed to Cabinet's recommendation proposing changes to the Council's Voluntary Redundancy package over a four year period from 1 April 2014 to 31 March 2018 for the purpose of achieving a reduction in employee costs in the order of £75 million.

The changes agreed which are now incorporated within the Council Redundancy Payments Scheme were agreed on the basis of an ambition to achieve the necessary downsizing of the Council by voluntary means subject to sufficient volunteers coming forward whose application could be agreed based on business need.

This report provides an update on the progress made to date and sets out the extended time period over which the Council will need to reduce its workforce. It also makes recommendations with respect to further changes to the Council's Redundancy Payments Scheme and to commence formal consultation with the recognised Trades Unions in the event that it becomes necessary to make staff compulsorily redundant.

Recommendation

The Cabinet is asked to:

- (i) Agree that Full Council be recommended agree to the extension of voluntary redundancy terms until 31 March 2018 based on a multiplier of 1.4.
- (ii) Authorise the Director of Governance, Finance and Public Services to issue the necessary statutory notices in respect of the proposals as set out in the report.

(iii) Note that, subject to the outcome of formal consultation with the recognised Trade Unions, those employees displaced as part of Phase 1 of the Council's transformation will be served with not less than three months' notice of dismissal on the basis of compulsory redundancy, the dismissals to take effect on 31 March 2016.

Background and Advice

In February 2014 Full Council agreed to Cabinet's recommendations in relation to the Voluntary Redundancy (VR) Terms to facilitate the downsizing of the council. Those terms involved a salary multiplier of 1.6 for employees leaving by 31 March 2015, reducing to a multiplier of 1.4 for employees leaving by 31 March 2016. It was agreed that, following that date, for the period 1 April 2016 to 31 March 2018 the terms will be reduced to the statutory minimum redundancy provisions with no multiplier and adopting the statutory maximum of weekly salary (currently £475 per week) for each week used in the calculation, the terms therefore being the equivalent of those applying to compulsory redundancy.

The objective of the VR provisions was to avoid any compulsory redundancies prior to April 2016 when it was anticipated the downsizing of the Council would be complete. Whilst, at the time, no guarantee could be given that there would be no compulsory redundancies before April 2016, it was the ambition of the Cabinet to do everything possible to avoid compulsory redundancies and achieve downsizing by voluntary means subject to sufficient volunteers coming forward whose applications for VR could be agreed based on business need.

The scale of the reduction in employee numbers was modelled at around 2500 based upon the assumption that the reduction in Council expenditure on employees, as part of the required savings, would be proportionate to the 28% of the total budget related to employee costs.

The 2014 and 2105 Budget Decisions

The Council's budget decisions in 2014 and 2015 have, to date, had far less impact than anticipated on employee numbers. The expenditure reductions resulting from the overall pattern of budget decisions and service offers has impacted employee expenditure to a much lesser degree than initially anticipated and savings could only be achieved over a longer time period. A higher proportion of the expenditure reductions in service offers is planned against third party spend. Additionally, staffing reductions related to service offers that involve the fundamental reconfiguration of services, primarily in social care service areas, libraries and young people's services are expected to take until April 2018.

Overall it is anticipated that the reduction in employee numbers relating to budget decisions to date will amount to approximately 1400 employees with some 400 taking place between April 2016 and April 2018. The majority of these 400 relate to service areas described as part of the current staff consultation on the proposed Phase Two of the Council Transformation as "delayed in-scope".

Further budget reductions

The analysis set out in the report elsewhere on the agenda "Money Matters, Financial Outlook for the County Council and Medium Term Financial Strategy" identifies £87.1 m of further reductions to be implemented before April 2018.

Given that the balance of budget decisions taken in 2014 and 2015 have focussed more on third party expenditure, it is inevitable that the majority of the savings yet to be identified will involve employee cost reductions.

It is therefore considered that the reduction of 2500 in employee numbers, initially modelled, is still likely to be necessary, but will have to be achieved over a longer time period than originally envisaged. Whilst it was originally envisaged that this would occur by April 2016, it is now considered that the majority savings on employee costs will need to be achieved by April 2017, with a reduction of some 400 posts taking place during 2017/18.

Phase 3 of the Council's Transformation

It can be seen from the foregoing that out of the estimated 2,500 reduction in posts, some 1100 posts have yet to be identified. These posts can only be identified once the Council has made decisions about the future patterns of service in respect of its available resources.

The timescale for these decisions to be made will be the Full Council budget meeting in February 2016. The normal budget consultation process would see options being considered from November 2015 and at that time the potential areas where staffing reductions are proposed will be identified.

These options will have the potential to affect all areas of the Council and all phases of the transformation process. The timetable and process for the transformation will therefore need to be reconsidered in the light of these decisions.

Reductions to date

Since April 2014, 608 employees have been granted VR and have either already left the organisation or have agreed leaving dates. It is estimated that if these staffing reductions are combined with reductions from vacancies and the reductions proposed as part of the Phase Two "in-scope" restructuring, approximately 1000 posts will have been removed from the structure between April 2014 and April 2016.

Ambition of "no compulsory redundancies" before April 2016.

Given decisions to date and the level of approved VRs it can be reported that the council will be able to deliver on its ambition that no employee would be made compulsorily redundant before April 2016.

The Council will, therefore, have provided employment protection for all its employees for over 2 years since the scale of the downsizing was announced.

Extension of VR terms until April 2018

Given the extended timetable over which it is now envisaged the workforce will be reduced, and in order to maximise the opportunities for volunteers to come forward, it is proposed that the current VR terms, involving a 1.4 multiplier, which are due to end on the 31 March 2016 be extended until the 31 March 2018. This would not affect employees who have already been granted VR and have an agreed leaving date.

Financial Implications

When the VR terms were agreed in February 2014 it was estimated that the cost of the VR package for 2500 employees would be in the region of £75-£79 million and provision was therefore made within the downsizing reserve to accommodate this cost.

To date the cost of the 608 employees granted VR has been £23.7m. It is anticipated that the proposed extension of the VR terms can be accommodated within the current provision of the down-sizing reserve, as the total number of employees affected is not expected to exceed the original 2500.

Compulsory Redundancy

Given the scale of the budget reductions still to be achieved and the timeframe over which this will need to be delivered it is unlikely that the Council will be able to achieve the reductions by wholly voluntary means after 31 March 2016. It is likely that compulsory redundancy will become a necessity if the Council is to set a balanced budget by April 2017.

In those circumstances the requirements of section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 are engaged and it is necessary for the Council to undertake a formal consultation process with the recognised Trade Unions. The consultation must include consultation about ways of avoiding the dismissals, reducing the number of employees to be dismissed, and mitigating the consequence of the dismissals. The consultation must be meaningful, undertaken with a view to reaching agreement and will include, amongst other things, the proposed selection criteria and proposed method of selection that will apply where compulsory redundancy becomes necessary.

Whilst non-filling of vacancies and VRs will be the main focus for achieving staffing reductions, it is proposed that, subject to the outcome of the formal trade union consultation referred to above, the 22 employees displaced as part of Phase 1 of the transformation process and therefore without a substantive post will be served with a minimum 3 months' notice of dismissal to take effect on 31 March 2016. The full year cost of taking this decision would be to achieve a saving of approximately £1 million per annum.

During this notice period the employee will still have the opportunity for redeployment into any suitable alternative post that becomes vacant or a "bump" into a post vacated by a volunteer for redundancy.

The Council's Redundancy Procedure sets out the procedural requirements that apply where it is proposed to make an employee compulsorily redundant and includes provision for consultation with individual employees affected and, if necessary, the right to appeal against selection for redundancy as well as access to the Council's Redeployment process.

De-facto compulsory redundancy

It is also proposed that any employee served with notice of compulsory redundancy could elect for VR up to their last day of employment. It can be anticipated therefore that most employees subject to compulsory redundancy would ultimately elect for the voluntary terms.

However, for the sake of openness and transparency the Council would not wish to misrepresent this position and therefore those employees who are true volunteers for redundancy rather than those who have been served with notice of compulsory redundancy will be identified and reported on separately so that the true impacts of the policy can be monitored.

Consultations

Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 requires formal consultation on the basis described above. The Trade Unions will be provided with the necessary information relevant to the proposals to facilitate meaningful consultation. This information includes the reasons for the proposals, the staff affected (including details of agency workers and apprentices/graduates currently engaged by the Council). As with the earlier proposals for voluntary redundancy, it is intended to schedule regular consultation meetings with the Trades Unions for as long as that is required.

With the exception of the 22 employees displaced as part of Phase 1, decisions have yet to be made as regards the service areas and staff potentially affected by compulsory redundancy. It is not therefore intended to propose selection criteria and the proposed method of selection at this stage, this will be the subject of ongoing discussion with the Trades Unions as proposals emerge. However, it is possible that both the selection criteria and the method of selection will vary between service areas although selection on the basis of competitive interview will be one of the methods consulted on.

A failure to comply with s.188 requirements entitles an employee to present a complaint to an Employment Tribunal and if the complaint is upheld then the Tribunal has the power to make a "protective award" of up to 90 days' pay. The Council is also required to notify the Secretary of State of proposed redundancies.

Implications:

This item has the following implications, as indicated:

Financial

It is anticipated that the costs of the VR proposals can be contained within current provisions of the downsizing reserve.

Risk management

The proposed action set out in the report is vital to the management of the budget risks facing the Council and the need to balance the Council's budget in 2017/18.

List of Background Papers

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