

## Lancashire County Council

### Cabinet

Monday, 3rd December, 2018 at 2.00 pm in Committee Room 'B' (The Diamond Jubilee Room) - County Hall, Preston

### Agenda

#### Part I (Open to Press and Public)

#### No. Item

1. **Apologies 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 8 November 2018** (Pages 1 - 6)

#### Matters for Decision:

#### The Leader of the County Council - County Councillor Geoff Driver CBE

4. **Money Matters 2018/19 Position - Quarter 2** (Pages 7 - 190)  
Where equality analyses have been required, they can be viewed at  
[http://council.lancashire.gov.uk/ecCatDisplayClassic.aspx?sch=doc&cat=14562&path=14252&\\$LO\\$=1](http://council.lancashire.gov.uk/ecCatDisplayClassic.aspx?sch=doc&cat=14562&path=14252&$LO$=1).
5. **Procurement Report - Request Approval to Commence Procurement Exercises** (Pages 191 - 200)

#### The Cabinet Member for Highways and Transport - County Councillor Keith Iddon

6. **Proposed Parking Controls for Various Roads, Fulwood, Preston - Objections** (Pages 201 - 232)
7. **Proposed Zebra Crossing, Lancaster Road, Knott End-on-Sea** (Pages 233 - 238)
8. **A601(M) Carnforth Link Revocation of Special Road Scheme** (Pages 239 - 248)

**The Cabinet Member for Community and Cultural Services - County Councillor Peter Buckley**

9. **Amendment to Friends of Lancashire Libraries Constitution** (Pages 249 - 252)

**The Cabinet Member for Children, Young People and Schools - County Councillor Susie Charles**

10. **Better for Children: Lancashire's Children's Services Development Plan** (Pages 253 - 280)
11. **Corporate Parenting Strategy 2018 - 2022** (Pages 281 - 310)
12. **The Future of Bleasdale Church of England Primary School** (Pages 311 - 326)
13. **Awarding of Small Grants to Third Sector Groups which are Registered with the Children and Family Wellbeing Service, including Grants to Individual Young People** (Pages 327 - 330)

**The Cabinet Member for Adult Services - County Councillor Graham Gooch**

14. **Adult Social Care Fee Uplifts - 2019/20** (Pages 331 - 338)
15. **Urgent Decisions taken by the Leader of the County Council and the relevant Cabinet Member(s)**  
No urgent decisions have been taken since the last meeting of Cabinet.
16. **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.
17. **Date of Next Meeting**  
The next meeting of the Cabinet will be held on Thursday 17 January 2019 at 2.00 pm at County Hall, Preston.

**18. Notice of Intention to Conduct Business in Private**

No representations have been received.

Click [here](#) to see the published Notice of Intention to Conduct Business in Private.

**19. Exclusion of Press and Public**

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

**Part II (Not Open to Press and Public)**

**The Leader of the County Council - County Councillor Geoff Driver CBE**

- 20. Request for Waiver of Procurement Rules** (Pages 339 - 342)

**The Cabinet Member for Children, Young People and Schools - County Councillor Susie Charles**

- 21. Schools Condition Led Capital Programme** (Pages 343 - 346)
- 22. Whalley Church of England School - Additional Funding Requirement for Proposed Capital Project to Facilitate School Expansion** (Pages 347 - 350)
- 23. St. Mary's Catholic Primary School, Langho** (Pages 351 - 354)

Angie Ridgwell  
Chief Executive and Director of  
Resources

County Hall  
Preston





- vi. Provision of a carers assessment and support service, independent advocacy service and a carers advocacy service in Lancashire.

In addition to the proposed procurement exercises, Cabinet also considered an update on the timeline and outcome for the 0-19 Healthy Child Programme procurement exercise.

**Resolved:** That

- i. the commencement of procurement exercises for the following areas be approved:
  - i. Framework agreement for the supply, installation, maintenance and repair of bus shelters.
  - ii. Purchase of vehicle parts.
  - iii. Provision of alarm receiving centre services.
  - iv. Provision of a roving night time support service in Lancashire.
  - v. Provision of domestic abuse refuge service in Lancashire.
  - vi. Provision of a carers assessment and support service, independent advocacy service and a carers advocacy service in Lancashire
- ii. the timeline and outcome of the 0-19 Healthy Child Programme procurement exercise be noted.

## **5. Transport Asset Management Plan**

Cabinet received a report providing an update on progress on the Transport Asset Management Plan 2018 data refresh document, which would provide an update in relation to changes in service standards, performance and progress in a number of key areas in highway asset management over the past 12 months.

**Resolved:** That

- i) the update on progress on the draft Transport Asset Management Plan 2018 data refresh be noted.
- ii) the Director of Property Services be authorised to approve, in consultation with the Cabinet Member for Highways and Transport, the final version of the draft Transport Asset Management Plan 2018 data refresh document.

## **6. Street Lighting Budget Consultation**

Cabinet received a report setting out the outcomes of a consultation on proposals agreed by Full Council relating to street lighting night time inspections, routine maintenance and inspections subject to consultation. It was noted that there were no changes suggested to the original proposals.

**Resolved:** That the ceasing of night time inspection for street lights and illuminated signs and extending the routine maintenance, visual structural inspections and periodic electrical testing from 5 to 10 years be approved.

## **7. Various Roads, Westhead, Ormskirk, West Lancashire Borough (Prohibition of Waiting, Restricted Waiting and Limited Waiting)**

Cabinet considered a report setting out proposals to introduce additional and new waiting restrictions in various locations in Ormskirk, West Lancashire.

**Resolved:** That the making of a Traffic Regulation Order as set out in the report be approved.

**8. Road Traffic Regulation Act 1984 Lancashire County Council (County Road, High Lane and Holborn Hill, Ormskirk, Liverpool Road and Northway, Aughton, West Lancashire Borough) (Revocations, 40mph Speed Limit and Derestriction) Order 201\***

Cabinet considered a report setting out proposals in relation to speed limits in Ormskirk and Aughton, West Lancashire

**Resolved:** That the proposals as set out in the report be approved, and changes to the road layout necessary to implement the scheme be authorised.

**9. Awarding of Small Grants to Third Sector Groups which are Registered with the Children and Family Wellbeing Service, including Grants to Individual Young People**

Cabinet considered a report setting out the recommendations of District Youth Councils in relation to the award of small grants to third sector groups.

**Resolved:** That the recommendations of the District Youth Councils on the applications for grants from third sector groups which are registered with the Children and Family Wellbeing Service, as set out in the report, be approved.

**10. Children and Family Wellbeing Service: Responses to Consultation and Final Proposals**

Cabinet considered a report setting out the outcome of the consultation on proposals agreed by Full Council to reduce the number of settings through which the Children and Family Wellbeing Service delivers its service offer.

It was noted that careful consideration had been given to each setting including the local level of need for the service: its location; accessibility; suitability to deliver services; type and scale of service delivery; running costs; condition; time taken to travel there; what other services are provided there; and wider community impact. Following the assessment and consultation, revised proposals were drawn up in relation to the 76 existing settings.

**Resolved:** That:

- i. the findings of the consultation as set out in the report be noted
- ii. the Children and Family Wellbeing Service implements the proposals for 76 buildings as set out in the report, as follows:
  - 50 to continue to provide Children and Family Wellbeing Service delivery as proposed in the consultation.
  - 12 to no longer provide Children and Family Wellbeing Service delivery as proposed in the consultation.
  - 14 to be subject to further consideration taking into account the cost of building adaptations required to accommodate future Children and Family Wellbeing Service delivery and further budget option decisions.
- iii. further proposals on the remaining 14 buildings be presented to Cabinet once the additional consideration has been given.

## **11. Implementation of the Care Act 2014 - Approval of Revised Adult Social Care Policies**

Cabinet received a report setting out a revised adult social care Deferred Payment policy, updated following the introduction of the Care Act 2014.

**Resolved:** That:

- i. The implementation of the Deferred Payments policy as set out in the report be approved.
- ii. the administration charge for arranging a Deferred Payment Agreement be increased from £500 to £810.

## **12. Urgent Decisions taken by the Leader of the County Council and the relevant Cabinet Member(s)**

It was noted that no Urgent Decisions had been taken by the Leader and relevant Cabinet Members since the last meeting of Cabinet.

## **13. Urgent Business**

There was no urgent business.

## **14. Date of Next Meeting**

It was noted that the next meeting of Cabinet would be held at 2pm on Monday 3 December at County Hall, Preston.

## **15. Notice of Intention to Conduct Business in Private**

Cabinet noted the Notice of Intention to Conduct Business in Private and that no representations had been received.

## **16. Exclusion of Press and Public**

**Resolved:** That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part I of Schedule 12A to the Local Government Act 1972 as indicated against the heading to the item.

## **17. Community Asset Transfers and proposals relating to Cleveleys, Pike Hill Burnley and Kirkham Libraries**

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

Cabinet considered a report setting out proposals in relation to Cleveleys, Pike Hill, and Kirkham Libraries.



**Resolved:** That the recommendations set out in the report be approved.

**18. Works to Operational Premises - Rufford Travelcare Depot and Preston Marsh Lane Offices**

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

Cabinet considered a report setting out proposed capital works to operational premises to deliver condition and alteration works

**Resolved:** That the recommendations set out in the report be approved.

**19. Civil Parking Enforcement**

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

Cabinet considered a report on the council's Civil Parking Enforcement service.

**Resolved:** That the recommendations set out in the report be approved.

**20. Establishment of a North West Facility of the Advanced Manufacturing Research Centre at the Samlesbury Aerospace Enterprise Zone**

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

Cabinet considered an update on the development of the Samlesbury Aerospace Enterprise Zone, and the delivery of a North West Facility of the Advanced Manufacturing Research Centre.

**Resolved:** That the recommendations set out in the report be approved.

**21. Barrow Primary School, Clitheroe - Proposed Capital Project to Facilitate School Expansion**

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

Cabinet considered a report seeking approval for the budget for construction works required to expand Barrow Primary School, Clitheroe.

**Resolved:** That the recommendation set out in the report be approved.

**22. Proposal to Transfer Care and Support in Shared Households for Adults with Learning Disabilities provided by Lancashire Care Foundation Trust to the Lancashire County Council's Adult Disability Service**

(Not for Publication – Exempt information as defined in Paragraphs 1, 2, 3 and 4 of Part 1 of Schedule 12A to the Local Government Act 1972. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.)

Cabinet considered a report setting out a proposal to transfer Care and Support in Shared Households for Adults with Learning Disabilities to the County Council's Adult Disability Service.

**Resolved:** That the recommendations set out in the report be approved.

Angie Ridgwell  
Chief Executive and  
Director of Resources

County Hall  
Preston

**Report to the Cabinet**

Meeting to be held on Monday, 3 December 2018

**Report of the Chief Executive and Director of Resources**

<b>Part I</b>
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Electoral Divisions affected: All
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**Money Matters 2018/19 Position - Quarter 2**

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

Contact for further information:

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**Executive Summary**

This report provides an update to Cabinet on the county council's 2018/19 revenue financial position as at the end of September 2018 and an updated Medium Term Financial Strategy covering the period 2019/20 to 2022/23. The Medium Term Financial Strategy includes £77.171m of savings proposals and management actions, identified through the service challenge process and aimed at delivering better and sustainable services at a lower cost.

The reduction in the forecast funding gap represents a significant improvement, however a structural funding gap remains and work continues on phase two of the service challenge process to identify further proposals to enable the council to achieve a financially sustainable position over the strategy period.

In summary:

- (i) The 2018/19 revenue forecast outturn is £763.260m, representing a projected underspend of £1.379m (0.18%) of the agreed budget.
- (ii) The Medium Term Financial Strategy has been updated and revised downward and now indicates a financial deficit of £46.090m in 2022/23.
- (iii) The council is forecast to hold a General Reserve against unforeseen issues of £23.437m representing c3% of net budget.
- (iv) The council is forecast to hold £127.755m of uncommitted transitional reserve which is sufficient to meet the deficit in 2019/20.

## Recommendations

Cabinet is asked to:

- (i) **Note** the current forecast underspend of £1.379m on the revenue budget in 2018/19.
- (ii) **Note** the reduced funding gap of £46.090m covering the period 2019/20 to 2022/23 as set out in the revised financial outlook forecast for the council.
- (iii) **Approve** the budget adjustments for 2019/20, and following years' changes, included in the revised Medium Term Financial Strategy.
- (iv) **Note** the contents of the county council's reserves position and approve the transfers between reserves contained within the report.
- (v) **Note** the management actions identified totalling £26.841m with officers to proceed with their implementation.
- (vi) **Approve**, for purposes of consultation, the budget proposals set out in Appendix 'C', the outcomes of the consultation to be reported back to Cabinet for consideration in due course.
- (vii) **Approve** the budget proposals set out in Appendices 'C' and 'D', authorise officers to proceed with their implementation and agree that the 2019/20 budget is based upon these revenue decisions.

## Background and Advice

The detailed reports at Appendices 'A' to 'D' present the following:

- County council's 2018/19 forecast revenue position as at Quarter 2 (Appendix 'A').
- Revised Medium Term Financial Strategy for the period 2019/20 to 2022/23 as at Quarter 2, including reserves position (Appendix 'B').
- Service Challenge Savings Proposals (requiring consultation) (Appendix 'C')
- Service Challenge Savings Proposals (not requiring consultation) (Appendix 'D')

### Financial Position as at 30 September 2018 (Appendix 'A')

A revenue underspend is currently forecast for the county council of £1.379m and represents a variance of 0.18% against the overall revenue budget of £764.639m. The forecast outturn position is subject to a number of assumptions around the anticipated profile of expenditure for the rest of the year which is difficult to predict in some demand led budget areas. The report identifies those areas where forecast pressures exist and will be subject to ongoing detailed review, but also a number of underspending service areas and where these have been validated as reflecting a level of recurrent

underspend these have been picked up as management action savings within the Medium Term Financial Strategy. The focus will remain on continuing to tightly control and drive down costs wherever possible.

As part of monthly monitoring the savings that have been agreed to date are monitored by finance monitoring boards. The position at the end of Quarter 2 was that 93% of the financial value of savings were rated as on track, albeit some potentially having to undertake work to avoid any potential delays. The remaining 7% are the most challenging to deliver currently, but services are working hard to deliver those savings and are regularly reporting progress to finance monitoring boards.

#### The Medium Term Financial Strategy and Reserves Position (Appendix 'B')

At Cabinet in September 2018 the medium term financial strategy set out a forecast funding gap of £135.300m by the end of the 4 year period (2019/20 – 2022/23). The updated funding gap has reduced to £46.090m by 2022/23 with a gap of £14.610m in 2019/20. The improved position primarily reflects £77.171m of savings proposals and management actions identified through the service challenge process along with the impact of increased funding provided within the autumn budget for adults and children's social care. The service challenges process is one of the four key priorities of the operational plan and has covered all service areas with 42 separate service challenges having been undertaken aimed at delivering better and sustainable services at a lower cost, particularly for services that have been identified as high cost in comparison to other county councils.

The value of the uncommitted Transitional Reserve is currently forecast to be £127.755m by the end of 31 March 2021 if there was no requirement for structural funding support from reserves to the 2019/20 or 2020/21 budgets. The value of the uncommitted transitional reserve is currently forecast to be sufficient to meet the identified funding gaps through to 2022/23, but the intention is to identify further savings and thereby reducing the gap and call on the transitional reserve, for 2020/21 and beyond.

#### Service Challenge Savings (Appendices 'C' and 'D')

All services have undertaken a service challenge and this has resulted in savings identified that total £77.171m over the period 2019/20 to 2022/23. £26.841m of these relate to management actions rather than policy decisions with the most significant element relating to adult social care at £18.9m which includes additional savings opportunities being identified from the existing passport to independence programme savings programme. Management actions also include the continuation and extension of other existing savings programmes, staffing efficiencies, changes to working practices and processes, increased income generation and removal of recurring underspends identified by services and confirmed through the revenue monitoring process. These savings total £26.841m and they do not require cabinet approval.

£50.330m of the £77.171m savings (over the next 4 years) relate to policy decisions that are set out in Appendices 'C' and 'D'. The figures presented within the revised medium term financial strategy from 2019/20 onwards are presented on the assumption that these budget proposals are agreed by cabinet, subject in the case of

the budget proposals set out in Appendix 'C' to the outcome of appropriate consultation which will be reported back to Cabinet for a final decision in due course.

## **Consultations**

Proposals will be subject to appropriate consultation where required.

## **Implications**

This item has the following implications, as indicated:

### **Equality and Cohesion**

Cabinet must ensure that they comply with the requirements of the Public Sector Equality Duty as set out in s.149 of the Equality Act 2010. Where equality analyses have been required, they can be viewed at [http://council.lancashire.gov.uk/ecCatDisplayClassic.aspx?sch=doc&cat=14562&path=14252&\\$LO\\$=1](http://council.lancashire.gov.uk/ecCatDisplayClassic.aspx?sch=doc&cat=14562&path=14252&$LO$=1).

The budget proposals are set out in this report. In some cases they may have a negative impact on persons with protected characteristics and initial Equality Analysis reports are included where required. These must be taken into account as part of the decision making process.

### **Risk management and Financial Implications**

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

The financial risks that could affect the position outlined in the report primarily cover the following:

- *Level of Future Resources from Central Government*  
Risks remain in relation to the level of resources the council receives from the government in terms of Revenue Support Grant, business rates and the fairer funding settlement yet to be announced. At this point in time there is insufficient detailed information regarding the changes to amend the funding assumptions within the medium term financial strategy and they have been maintained at a prudent level. Future funding levels could therefore be higher or lower than currently forecast.
- *Demand*  
There is continued pressure on the council's budget, particularly around Adults and Children's social care, and the most up to date demand forecasts have been included. Any increase in demand above the current forecast will add additional pressure to future years and conversely reductions in demand will create underspends.

- *Inflation*  
A significant level of additional resource has been included in the medium term financial strategy, primarily on contractual price increases and particularly on social care where there are nationally recognised funding issues in the residential and domiciliary care markets. In addition, the medium term financial strategy includes estimates of the cost of increases that would enable independent sector providers to meet the additional costs of the new national living wage.
- *Delivery*  
The medium term financial strategy assumes that agreed savings will be delivered in the period 2019/20 to 2022/23. There are also a significant number of other factors, both internal and external which may impact upon delivery and these will need to be clearly identified and either minimised or optimised as appropriate.

## Legal

A number of the proposals set out in Appendix 'C' will require the council to carry out a consultation exercise in accordance with general public law principles. The form of such consultation is not prescribed and the nature and scope of consultation will be determined on a case by case basis.

The county council will consult with staff and the recognised trade unions, as appropriate, and where proposals require statutory consultation, this will be conducted in accordance with legal requirements.

## List of Background Papers

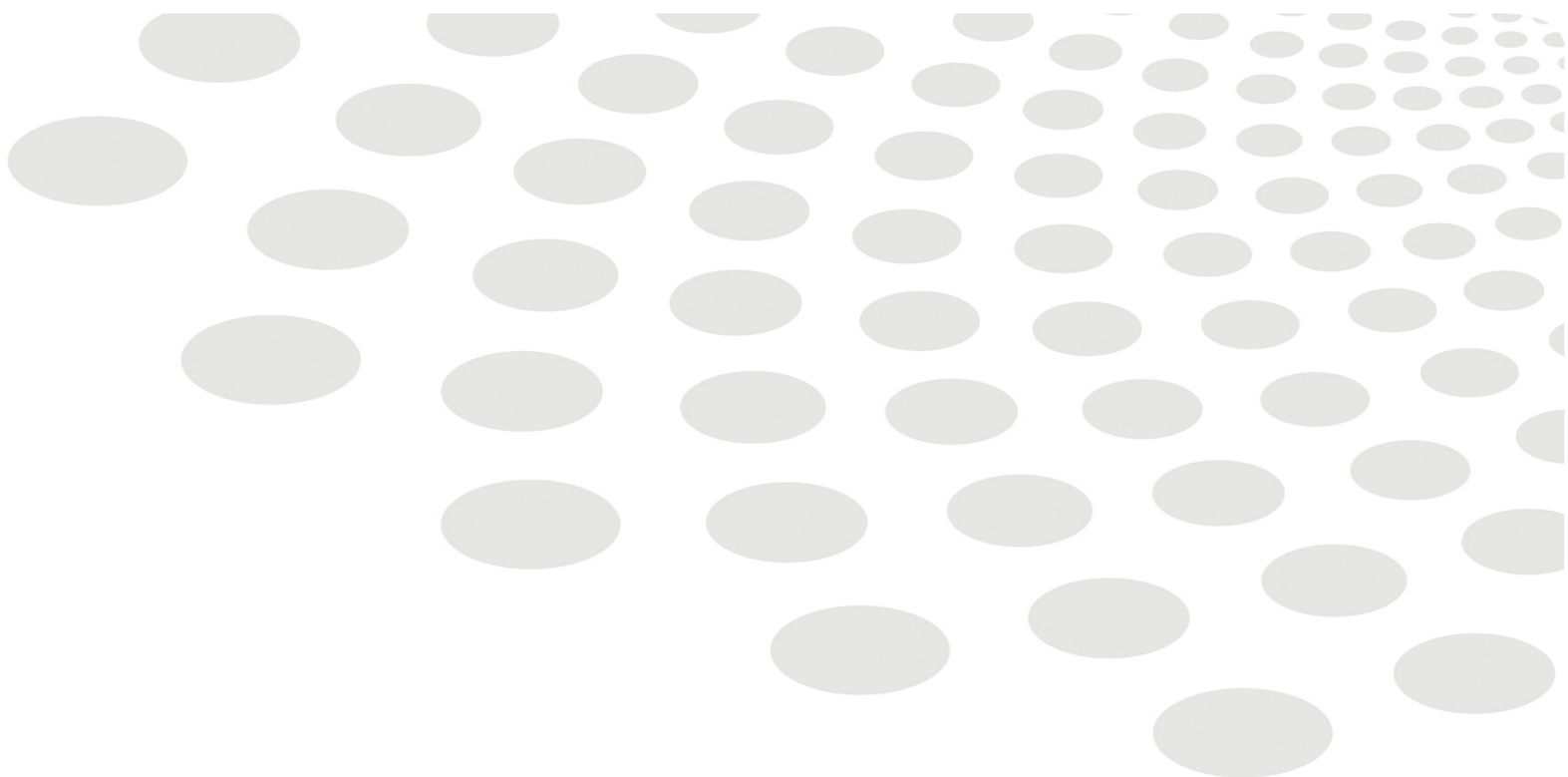
Paper	Date	Contact/Tel
Revenue Budget 2018/19 and Financial Strategy 2018/19 to 2021/22 Council Tax and Precept 2018/19	8 February 2018	Angie Ridgwell/ 01772 536260

Reason for inclusion in Part II, if appropriate

N/A







**Money Matters**  
**The County Council's Revenue Financial**  
**Position**  
**2018/19 Quarter 2**

## 1. Summary Revenue Budget Monitoring Position as at 30<sup>th</sup> September 2018

Service Area	Approved Expenditure Budget	Current Period Expenditure Forecast Outturn	Current Period Expenditure Forecast Variance	Approved Income Budget	Current Period Income Forecast Outturn	Current Period Income Forecast Variance	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Forecast Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m	%	£m
Adult Services	556.267	561.255	4.988	-209.274	-213.545	-4.271	346.993	347.710	0.717	0.21%	2.873
Public Health & Wellbeing	97.158	95.147	-2.011	-77.379	-77.801	-0.422	19.779	17.346	-2.433	-12.30%	-2.222
Education & Childrens Services	232.474	231.731	-0.743	-71.752	-68.996	2.756	160.722	162.735	2.013	1.25%	0.039
Community Services	218.149	226.289	8.140	-84.904	-93.963	-9.059	133.245	132.326	-0.919	-0.69%	0.237
Economic Development & Planning	10.822	11.192	0.370	-7.182	-7.776	-0.594	3.640	3.416	-0.224	-6.15%	0.026
Programmes & Project Management and Customer Access	34.821	33.905	-0.916	-30.223	-28.374	1.849	4.598	5.531	0.933	20.29%	0.972
Finance, Corporate & Property Services	158.072	158.122	0.050	-81.513	-80.900	0.613	76.559	77.222	0.663	0.87%	0.864
Chief Executive Services	65.040	67.394	2.354	-45.937	-50.420	-4.483	19.103	16.974	-2.129	-11.14%	-0.109
<b>TOTAL</b>	<b>1,372.803</b>	<b>1,385.035</b>	<b>12.232</b>	<b>-608.164</b>	<b>-621.775</b>	<b>-13.611</b>	<b>764.639</b>	<b>763.260</b>	<b>-1.379</b>	<b>-0.18%</b>	<b>2.680</b>

## 2. Executive Summary

This report provides an update to cabinet on the county council's 2018/19 revenue financial position as at the end of September 2018. The forecast outturn for 2018/19 is outlined in the table above, with a £1.379m underspend, which by way of context is 0.18% of the county council's net budget.

The narrative within this report provides details of key variances and the progress towards the achievement of savings. The revenue position includes significant levels of support from reserves that have previously been agreed. In 2018/19 the structural reserve funding totals £45.168m, primarily covering the funding gap, and if this support had not been available then forecast expenditure would exceeded forecast income by £43.789m.

In order to complete the forecast position at the end of Quarter 2 a detailed analysis of year to date income and expenditure has taken place for each service area in conjunction with a review of activity data and comparing this to trends in previous years and the position that is reported currently reflects our most robust forecast at this stage. However, there are some volatile, primarily demand led, service areas that could see their forecast fluctuate both positively and negatively during the rest of the financial year. Areas such as recycle income, concessionary travel, treasury management, adult social care and children's social care are areas that are particularly closely monitored as fluctuation across these areas are most likely to materially impact the forecast position. For example a 1% change in children's social care placements demand over that currently forecast would have a £2.7m impact on the current forecast position.

As part of the forecast above, analysis is also completed of some key cross cutting areas within service budgets, particular analysis undertaken on staffing budgets (as they are approximately half of the net budget of the county council). These budgets are forecast to underspend by c£2.7m. Services such as Mental Health and the Children, Family and Wellbeing Service currently have relatively high levels of vacancies but have undertaken successful recruitment campaigns over the last 6 months and therefore their underspends will not be recurrent. The staffing budgets this year contain savings relating to a vacancy factor and also terms and conditions. The information available at at Quarter 2 indicates that the vacancy factor saving is being achieved, however the terms and conditions saving which relates to unpaid annual leave, sickness levels and agency spend is not. However, due to the vacancy levels being higher than 2% that is built into the budget this is currently manageable, this will be kept under close review.

The savings that have been agreed to date are also closely monitored. The position at the end of Quarter 2 has maintained the position of 93% of savings we rated as on track, but some potentially with issues to work through such as delays. The remaining 7% are the most challenging to deliver currently, but services are working hard to deliver those savings are regularly reporting progress.

### 3. Adults Services

ADULTS	Approved Expenditure Budget	Current Period Expenditure Forecast Outturn	Current Period Expenditure Forecast Variance	Approved Income Budget	Current Period Income Forecast Outturn	Current Period Income Forecast Variance	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Forecast Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m	%	£m
DISABILITY (adults)	29.996	29.242	-0.754	-31.955	-31.676	0.279	-1.959	-2.434	-0.475	-24.25%	-1.129
OLDER PEOPLE	26.426	26.858	0.432	-23.149	-22.945	0.204	3.277	3.913	0.636	19.41%	0.615
Learning Disabilities, Autism & Mental Health	198.109	196.691	-1.418	-23.410	-24.074	-0.664	174.699	172.617	-2.082	-1.19%	-1.347
SOCIAL CARE SERVICES (ADULTS)	300.544	307.294	6.750	-130.621	-134.733	-4.112	169.923	172.561	2.638	1.55%	4.729
POLICY INFO & COMMISSION AGE WELL	0.451	0.451	0.000	0.000	0.000	0.000	0.451	0.451	0.000	0.00%	-0.002
POLICY INFO & COMMISSION LIVE WELL	0.741	0.719	-0.022	-0.139	-0.117	0.022	0.602	0.602	0.000	0.00%	0.007
<b>TOTAL ADULTS</b>	<b>556.267</b>	<b>561.255</b>	<b>4.988</b>	<b>-209.274</b>	<b>-213.545</b>	<b>-4.271</b>	<b>346.993</b>	<b>347.710</b>	<b>0.717</b>	<b>0.21%</b>	<b>2.873</b>

**Disability Service (Adults) – forecast underspend £0.475m**

The Disability (Adults) Service is forecast to underspend predominantly due to staffing underspends. However there has been an increase in staff costs since quarter 1 which has resulted in a reduced underspend.

**Older People – forecast overspend £0.636m**

Care Navigation and Operational Support is forecast to underspend by £0.190m due to a number of vacancies following the service restructure in 2017/18. The service are currently in the process of recruiting to vacant posts, but they do traditionally encounter high turnover.

Care Services is forecast to overspend by £0.826m in 2018/19. This is as a result of underachievement of income savings targets and staffing pressures relating to regrading and enhancement costs.

**Learning Disability, Autism & Mental Health – forecast underspend £2.082m**

The Learning Disability and Autism Services is forecast to underspend by £0.661m due to the following reasons:

- Staffing is forecast to underspend by £0.032m as a result of vacancies the service are currently experiencing. The service are working through the recruitment process to populate these posts.
- Demand overall is not currently being experienced at the levels originally forecast and built into the budget on residential and nursing placements and daycare resulting in a forecast underspend of £0.922m.
- The service are experiencing pressures in relation to Ordinary Residence cases, with current estimated costs of £0.980m.
- Underachievement of savings on the Health block contract of £0.370m, additional income of £0.952m from backdated Health claims and service user income, and an additional £0.105m forecast on Review Team Savings.

The forecast has changed from quarter one due to delays in achieving savings. These are however offset by the increased health and service user income and the reduction in demand.

Mental Health is forecast to underspend by £1.420m as a result of staffing underspends and additional income, with the income being the main reason for the improved forecast when compared to quarter 1. It is however important to note that significant recruitment has been undertaken by the service over the last 6 months and therefore this underspend is not expected to be recurrent.

### **Social Care Services – forecast overspend £2.638m**

Preventative services, including reablement and the equipment and carers services, are forecast to overspend by £0.161m. The net budget for these services is £16.429m and they are funded by Better Care Fund and improved Better Care Fund.

Staffing is forecast to overspend by £0.143m. The forecast overspend relates to non staff costs such as car allowances, with staff costs forecast to be on budget.

Domiciliary care and direct payments combined are forecast to overspend by £4.294m in 2018/19. This is predominantly due to demand pressures, which had started to emerge during the final quarter of the 2017/18 financial year and have continued over the first 2 quarters of 2018/19. Service User numbers are forecast to be 8.3% higher than in 2017-18, compared with budgeted demand increases of around 3.4% on average across domiciliary care and direct payments. Income is forecast to be higher than budget which has helped to offset some of the forecast overspend.

The overspends on non-residential care are offset by underspends of £1.615m across residential and nursing care. Demand for residential and nursing placements is lower than 2017/18 levels, however a continuing increase in placement costs is putting some pressure on the budget.

The remaining forecast underspends of £0.345m relate to day care and other services.

The improved position at quarter 2 is as a result of reduced demand and price trends for residential and nursing care in addition to increased income.

#### 4. Public Health and Wellbeing

PUBLIC HEALTH & WELLBEING	Approved Expenditure Budget	Current Period Expenditure Forecast Outturn	Current Period Expenditure Forecast Variance	Approved Income Budget	Current Period Income Forecast Outturn	Current Period Income Forecast Variance	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Forecast Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m	%	£m
PUBLIC HEALTH & WELLBEING	0.431	0.774	0.343	-68.367	-68.675	-0.308	-67.936	-67.901	0.035	0.05%	-0.080
PATIENT SAFETY & QUALITY IMPROVEMENT	5.338	5.726	0.388	-0.587	-0.622	-0.035	4.751	5.104	0.353	7.43%	0.462
HEALTH EQUITY WELFARE & PARTNERSHIPS	66.325	65.528	-0.797	-1.259	-1.293	-0.034	65.066	64.235	-0.831	-1.28%	-0.692
CHILDREN AND FAMILY WELLBEING SERVICE	18.696	16.555	-2.141	-4.500	-4.444	0.056	14.196	12.111	-2.085	-14.69%	-2.022
HEALTH, SAFETY & RESILIENCE	1.793	1.852	0.059	-1.203	-1.389	-0.186	0.590	0.463	-0.127	-21.53%	-0.112
TRADING STANDARDS & SCIENTIFIC SERVICES	4.575	4.712	0.137	-1.463	-1.378	0.085	3.112	3.334	0.222	7.13%	0.222
<b>TOTAL PUBLIC HEALTH &amp; WELLBEING</b>	<b>97.158</b>	<b>95.147</b>	<b>-2.011</b>	<b>-77.379</b>	<b>-77.801</b>	<b>-0.422</b>	<b>19.779</b>	<b>17.346</b>	<b>-2.433</b>	<b>-12.30%</b>	<b>-2.222</b>



**Patient Safety & Quality Improvement – forecast overspend £0.353m**

The overspend is due to the use of agency staff to cover vacancies and undertake additional support for the service.

**Health Equity, Welfare & Partnerships – forecast underspend £0.831m**

The forecast underspend is due to underspends on staffing due to staff vacancies and also underspends on contract costs.

The service forecast includes a projected overspend on sexual health contracts of c£1.100m due to the tariff based contract and higher demand than budgeted. This contract has an agreed saving of £0.500m for 2018/19 but this is not currently being delivered.

In addition the crime and disorder budget is forecast to overspend by £0.135m due to the delayed delivery of the 2018/19 saving (only achieving £0.088m of the £0.220m savings target in 2018/19).

**Children and Family Wellbeing Service – forecast underspend £2.085m**

The majority of the underspend relates to staffing (£1.762m) due to vacancies and delays in recruitment. There are also additional underspends across operational costs.

**Health, Safety & Resilience – forecast underspend £0.127m**

The service is forecast to underspend by £0.127m in 2018/19 mainly due to the one-off over achievement of income.

**Trading Standards & Scientific Services – forecast overspend £0.222m**

The service is forecast to overspend by £0.222m in 2018/19 predominantly due to costs within scientific services, in particular equipment renewal and repairs which were also seen in 2017/18.

## 5. Education and Children's Services

EDUCATION AND CHILDRENS SERVICES	Approved Expenditure Budget	Current Period Expenditure Forecast Outturn	Current Period Expenditure Forecast Variance	Approved Income Budget	Current Period Income Forecast Outturn	Current Period Income Forecast Variance	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Forecast Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m	%	£m
CHILDREN'S SERVICES	3.161	3.023	-0.138	-4.376	-4.376	0.000	-1.215	-1.353	-0.138	-11.36%	-0.142
SAFEGUARDING INSPEC & AUDIT	12.629	12.632	0.003	-0.568	-0.846	-0.278	12.061	11.786	-0.275	-2.28%	-0.165
POLICY INFO & COMMISSION START WELL	1.421	1.441	0.020	-0.545	-0.545	0.000	0.876	0.896	0.020	2.28%	0.018
SEN & DISABILITY	23.159	22.706	-0.453	-6.603	-6.005	0.598	16.556	16.701	0.145	0.88%	0.472
ADOPTION & FOSTERING RESIDENTIAL AND YOT	32.419	32.748	0.329	-2.848	-3.253	-0.405	29.571	29.495	-0.076	-0.26%	0.014
CHILDREN SOCIAL CARE	103.316	105.404	2.088	-2.010	-2.026	-0.016	101.306	103.378	2.073	2.05%	-0.386
SCHOOL IMPROVEMENT	15.313	15.259	-0.054	-8.434	-8.988	-0.554	6.879	6.271	-0.608	-8.84%	-0.659
LEARNING & SKILLS	41.056	38.518	-2.538	-46.368	-42.957	3.411	-5.312	-4.439	0.873	16.43%	0.887
<b>TOTAL EDUCATION AND CHILDRENS SERVICES</b>	<b>232.474</b>	<b>231.731</b>	<b>-0.743</b>	<b>-71.752</b>	<b>-68.996</b>	<b>2.756</b>	<b>160.722</b>	<b>162.735</b>	<b>2.014</b>	<b>1.25%</b>	<b>0.039</b>

### **Children's Services – forecast underspend £0.138m**

This is due to small underspends forecast across Premature Retirement Costs (PRC) budgets and central costs.

### **Safeguarding, Inspection and Audit - forecast underspend £0.275m**

The service is forecasting an underspend on staffing as a result of vacant posts. In addition, an over recovery of income is forecast for safeguarding services which is anticipated will be similar to 2017/18. These underspends are offset by small overspends forecasted in operational costs. The forecast position has improved compared to quarter 1 mainly due to staffing.

### **Special Education Needs and Disability (SEND) - forecast to overspend by £0.145m**

The most significant overspends relates to family support costs, which are forecast to overspend by £0.684m, and direct payments, which are forecast to overspend by £0.180m. In addition, an under recovery of income is forecast in SEN Traded Services due to resource pressures and the prioritisation of statutory work and a further pressure of £0.107m due to a delay in the achievement of savings. Offsetting these overspends are forecast underspends within Lancashire Break Time and underspends across a number of teams due to staff vacancies.

The forecast position has improved compared to quarter 1 mainly due to the forecast underspend within Lancashire Break Time.

### **Adoption, Fostering Residential and YOT - forecast underspend £0.076m**

The most significant underspends are within the Adoption Service which is forecasting to underspend by £0.333m, this is due to staff vacancies and reduced spend on adoption allowances. Foster care allowances are forecasting underspends of £0.200m. Offsetting these underspends are forecasted overspends within Residential In House of £0.463m due to an increase in staffing costs and operational costs across the service. There is no significant change to quarter 1.

### **Children's Social Care - forecast overspend £2.072m**

The forecast variance includes an anticipated overspend of £2.007m related to staffing due to a number of vacant posts being covered by agency staff.

The most significant overspends relate to both Agency Residential and Fostering placements which are forecast to overspend by £2.185m. Placements increased from 206 in March 2017 to 265 in March 2018 and increased again to 303 in September 2018.

An underspend of £1.130m is forecast within family support payments (which covers Special Guardianship Orders (SGO's), Child Arrangement Orders (CAO's), assistance to families and other payments) as a result of the forecasted growth not materialising.

In addition, further underspends are forecast within leaving care allowances and agency remand placements. There is also a forecast underspend on staying put placements due to the receipt of a grant that was not expected in 2018/19.

The forecast position has deteriorated by £2.458m compared to quarter 1. This is mainly due to agency residential and fostering placements and staffing, which are offset by an improved position within assistance to families' payments.

#### **School Improvement - forecast underspend £0.608m**

A small underspend is forecast on staffing, however the majority of underspends relate to children looked after (CLA) work placements (£0.384m). In addition, there is an over achievement of income forecast of £0.158m.

#### **Learning & Skills - forecast overspend £0.873m**

This service makes c£5m contribution to corporate overheads, however the service is not currently achieving the targeted contribution. The forecast position is predominantly due to an undeliverable saving of c£0.500m within the Schools Catering Service. The main areas of pressure are Schools Catering Service, Outdoor Education and Learning Excellence. These services have additional pressures than those already highlighted, but are being reviewed by service managers with finance and as part of the strategy for the service going forward

## 6. Community Services

COMMUNITY SERVICES	Approved Expenditure Budget	Current Period Expenditure Forecast Outturn	Current Period Expenditure Forecast Variance	Approved Income Budget	Current Period Income Forecast Outturn	Current Period Income Forecast Variance	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Forecast Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m	%	£m
HIGHWAYS	48.809	50.884	2.075	-36.549	-39.272	-2.723	12.260	11.612	-0.648	-5.29%	-0.554
LIBRARIES MUSEUMS CULTURE & REGISTRARS	15.728	15.019	-0.709	-6.413	-5.717	0.696	9.315	9.302	-0.013	-0.14%	0.039
PUBLIC & INTEGRATED TRANSPORT	72.502	74.337	1.835	-28.233	-28.699	-0.466	44.269	45.638	1.369	3.09%	0.229
WASTE MGT	81.110	86.049	4.939	-13.709	-20.275	-6.566	67.401	65.774	-1.627	-2.41%	0.523
<b>TOTAL COMMUNITY SERVICES</b>	<b>218.149</b>	<b>226.289</b>	<b>8.140</b>	<b>-84.904</b>	<b>-93.963</b>	<b>-9.059</b>	<b>133.245</b>	<b>132.326</b>	<b>-0.919</b>	<b>-0.69%</b>	<b>0.237</b>

### **Highways – forecast underspend £0.648m**

The forecast underspend is mainly due to additional income that the service is forecasting relating to charges for utility companies working in the network. It is a combination of permit scheme income, inspection fees, defect inspections and also penalty charges when work overruns. However, this is offset by an income pressure on pay and display at Preston Bus Station.

### **Libraries Museums Culture & Registrars – forecast underspend £0.013m**

No significant variance is forecast overall within the service, however it is projected that within individual services there will be some variances, but the budget will be managed overall. The most significant being pressures relating to museums and the conservation and collections team but the expectation is that these will be covered by additional income from the registration service.

### **Public & Integrated Transport – forecast overspend £1.368m**

There are a number of variances across the service with the significant areas detailed below:

- The most significant overspend relates to transport costs for pupils with special educational needs and disabilities (SEND) and excluded pupils. This is due to a combination of factors, there are additional school days falling within the 2018/19 financial year as opposed to 2017/18 largely relating to when schools have taken Easter holidays. In addition a combination of higher than assumed passenger numbers and greater taxi price increases is resulting in further pressures on the budget. These factors combined are resulting in a pressure of c£1.100m.
- Savings on special educational needs and disabilities (SEND) transport largely relating to a scheme enabling children to have the skills to travel independently. Due to delays in the scheme being implemented it is envisaged there will be a delayed delivery of achieving these savings of c£0.400m. Work is ongoing to review the delivery of these savings.
- An overspend of £0.232m relates to bus station running costs. The budget saving relating to this area was re-profiled for 2018/19 onwards, however it is forecast that the actual net running costs will exceed this budget provision.

- A 2018/19 budget saving relating to the closure of 4 transport information centres was agreed. Expressions of interest to run these sites have been received and have been agreed to be explored which will result in delayed delivery of savings whilst the sites remain operational.
- Forecast overspends of £0.313m relate to tendered public bus services. The budget for this service was increased to £3.000m in 2018/19 with additional routes are being delivered, however, fare income to date is lower than originally anticipated.
- Offsetting some of the budget pressures outlined above is a forecast underspend of £0.673m on concessionary travel. The costs in 2017/18 were particularly low due to the poor winter weather and a reduction was made in the MTFS for 2018/19, however the reduced trend in demand has continued in 2018/19 at a higher level than the adjustment that was made.

The forecast overspend has increased by £1.139m compared to that reported to Cabinet at quarter 1 largely due to the increased transport costs for SEND and excluded pupils.

### **Waste Management – forecast underspend £1.627m**

The most significant underspend of £1.776m relates to the costs of waste disposal. The reasons for this are that there are lower than budgeted waste arisings, more waste is being diverted away from landfill which is the most expensive method of disposal and a higher than assumed level of evaporation of waste is being achieved at Thornton waste recovery park.

Partly offsetting this underspend is a pressure relating to income received for recycled waste, particularly paper and card which is resulting in forecast overspends of £0.680m. These markets are volatile so the position is subject to change throughout the year.

Other underspends are forecast relating to the operating costs of the waste company of £0.200m and the costs of green waste due to lower tonnages of £0.245m.

The forecast position has improved by £2.149m compared to what was reported to cabinet at quarter 1 due to reduced costs of waste disposal, increased prices for recycled waste and the forecast relating to Household Waste Recycling Centres having come back in line with budget as at quarter 1 an overspend of £0.523m was reported.+

## 7. Economic Development and Planning

ECONOMIC DEVELOPMENT & PLANNING	Approved Expenditure Budget	Current Period Expenditure Forecast Outturn	Current Period Expenditure Forecast Variance	Approved Income Budget	Current Period Income Forecast Outturn	Current Period Income Forecast Variance	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Forecast Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m	%	£m
ECONOMIC DEVELOPMENT	0.129	0.137	0.008	0.000	0.000	0.000	0.129	0.137	0.008	6.20%	0.007
BUSINESS GROWTH	4.401	4.403	0.002	-2.770	-2.712	0.058	1.631	1.691	0.060	3.68%	-0.014
LEP COORDINATION	1.269	1.768	0.499	-1.023	-1.518	-0.495	0.246	0.250	0.004	1.63%	0.004
STRATEGIC ECONOMIC DEVELOPMENT	0.503	0.370	-0.133	-0.509	-0.505	0.004	-0.006	-0.135	-0.129	-2150.00%	0.005
PLANNING AND ENVIRONMENT	4.520	4.514	-0.006	-2.880	-3.041	-0.161	1.640	1.473	-0.167	-10.18%	0.024
<b>TOTAL ECONOMIC DEVELOPMENT &amp; PLANNING</b>	<b>10.822</b>	<b>11.192</b>	<b>0.370</b>	<b>-7.182</b>	<b>-7.776</b>	<b>-0.594</b>	<b>3.640</b>	<b>3.416</b>	<b>-0.224</b>	<b>-6.15%</b>	<b>0.026</b>



**Strategic Economic Development – forecast underspend £0.129m**

The forecast underspend is as a result of additional income received by the service.

**Planning and Environment – forecast underspend £0.167m**

The forecast underspend relates to additional income and a small underspend on staffing.

## 8. Programmes and Project Management

PROGRAMMES & PROJECT MANAGEMENT AND CUSTOMER ACCESS	Approved Expenditure Budget	Current Period Expenditure Forecast Outturn	Current Period Expenditure Forecast Variance	Approved Income Budget	Current Period Income Forecast Outturn	Current Period Income Forecast Variance	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Forecast Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m	%	£m
CORE BUSINESS SYSTEMS TRANSFORMATION	4.097	4.072	-0.025	-0.302	-0.302	0.000	3.795	3.770	-0.025	-0.66%	0.047
DESIGN and CONSTRUCTION	23.084	22.285	-0.799	-25.875	-24.661	1.214	-2.791	-2.376	0.415	14.87%	0.624
PROGRAMME OFFICE	2.301	2.011	-0.290	-1.841	-1.010	0.831	0.460	1.001	0.541	117.61%	0.585
CUSTOMER ACCESS	5.339	5.537	0.198	-2.205	-2.401	-0.196	3.134	3.136	0.002	0.06%	-0.284
<b>TOTAL PROGRAMMES &amp; PROJECT MANAGEMENT AND CUSTOMER ACCESS</b>	<b>34.821</b>	<b>33.905</b>	<b>-0.916</b>	<b>-30.223</b>	<b>-28.374</b>	<b>1.849</b>	<b>4.598</b>	<b>5.530</b>	<b>0.933</b>	<b>20.29%</b>	<b>0.972</b>

### **Design and Construction – forecast overspend £0.415m**

- A lower than forecast income recovery of £0.591m is expected largely due to the service working on a larger number of smaller projects which tend to require a proportionately greater amount of staffing resource. Partly offsetting this are forecast underspends of £0.469m on staffing and agency costs. Depending on levels of work the service flexes staffing resource, particularly their reliance on agency staff, however the mix of projects that are being delivered in 18/19 means the staffing underspend is significantly lower than the reduced income levels.
- Design and Construction highways is forecast to overspend by £0.292m. There are currently several vacancies so whilst there is a significant staffing underspend there is a greater under recovery on income as the service is income generating.

The forecast position has improved by £0.210m compared to that reported to cabinet at quarter 1 largely due to an improved position on income for property related work.

### **Programme Office – forecast overspend £0.541m**

This forecast overspend is due to project work being undertaken not generating the level of income required within the budget. This recurring pressure is offset by underspends on staffing and non-staffing costs. The forecast position includes the support of £0.861m reserves funding in 2018/19. The forecast position has not changed significantly compared to quarter 1.

## 9. Finance, Corporate and Property Services

FINANCE, CORPORATE AND PROPERTY SERVICES	Approved Expenditure Budget	Current Period Expenditure Forecast Outturn	Current Period Expenditure Forecast Variance	Approved Income Budget	Current Period Income Forecast Outturn	Current Period Income Forecast Variance	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Forecast Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m	%	£m
BTLS	24.526	24.540	0.014	-4.696	-3.837	0.859	19.830	20.703	0.873	4.40%	0.890
DEVELOPMENT AND CORPORATE SERVICES	0.746	0.746	0.000	-0.746	-0.746	0.000	0.000	0.000	0.000	0.00%	0.000
LANCASHIRE PENSION FUND	0.184	0.213	0.029	-0.184	-0.214	-0.030	0.000	-0.001	-0.001	0.00%	0.019
EXCHEQUER SERVICES	4.390	4.360	-0.030	-1.944	-1.982	-0.038	2.446	2.378	-0.068	-2.78%	-0.056
FINANCIAL MGT (DEVELOPMENT AND SCHOOLS)	2.349	2.328	-0.021	-2.148	-2.266	-0.118	0.201	0.062	-0.139	-69.15%	-0.015
FINANCIAL MGT (OPERATIONAL)	1.941	1.891	-0.050	-0.192	-0.171	0.021	1.749	1.720	-0.029	-1.66%	-0.034
OFFICE OF THE POLICE AND CRIME COMMISSIONER TRES	0.086	0.090	0.004	-0.097	-0.097	0.000	-0.011	-0.007	0.004	36.36%	0.004
CORPORATE FINANCE	17.104	16.657	-0.447	-13.475	-13.040	0.435	3.629	3.617	-0.012	-0.33%	0.030
INTERNAL AUDIT	0.893	0.892	-0.001	-0.193	-0.172	0.021	0.700	0.720	0.020	2.86%	0.010

FINANCE, CORPORATE AND PROPERTY SERVICES	Approved Expenditure Budget	Current Period Expenditure Forecast Outturn	Current Period Expenditure Forecast Variance	Approved Income Budget	Current Period Income Forecast Outturn	Current Period Income Forecast Variance	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Forecast Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m	%	£m
PROCUREMENT	3.176	2.737	-0.439	-1.626	-1.188	0.438	1.550	1.549	-0.001	-0.06%	0.016
LEGAL AND DEMOCRATIC SERVICES	14.231	16.212	1.981	-2.207	-2.481	-0.274	12.024	13.731	1.707	14.20%	1.684
CORONER'S SERVICE	2.955	2.852	-0.103	-0.260	-0.264	-0.004	2.695	2.588	-0.107	-3.97%	-0.035
HUMAN RESOURCES	9.734	10.843	1.109	-8.856	-10.221	-1.365	0.878	0.622	-0.256	-29.16%	-0.228
BUSINESS INTELLIGENCE	1.285	1.298	0.013	-0.405	-0.405	0.000	0.880	0.893	0.013	1.48%	0.003
SKILLS LEARNING & DEVELOPMENT	4.255	4.358	0.103	-1.672	-1.996	-0.324	2.583	2.362	-0.221	-8.56%	-0.042
FACILITIES MGT	28.973	28.645	-0.328	-9.385	-8.464	0.921	19.588	20.181	0.593	3.03%	0.431
ASSET MGT	39.549	37.830	-1.719	-32.320	-32.259	0.061	7.229	5.571	-1.658	-22.94%	-1.776
ESTATES	1.695	1.630	-0.065	-1.107	-1.097	0.010	0.588	0.533	-0.055	-9.35%	-0.037
<b>TOTAL FINANCE, CORPORATE AND PROPERTY SERVICES</b>	<b>158.072</b>	<b>158.122</b>	<b>0.050</b>	<b>-81.513</b>	<b>-80.900</b>	<b>0.613</b>	<b>76.559</b>	<b>77.222</b>	<b>0.663</b>	<b>0.87%</b>	<b>0.864</b>

### **BTLS – forecast overspend £0.873m**

The forecast overspend is due to delayed delivery of savings, income and inflationary pressures.

### **Legal and Democratic Services – forecast overspend £1.707m**

The forecast overspend is predominantly due to legal fee budget pressures. The increase in legal fees spend can be attributed to a significant increase in referrals to the child protection team over the last quarter and costs associated with some procurement court cases and large capital schemes.

### **Coroner's Service – forecast underspend £0.107m**

The forecast underspend principally is due to reductions in pathologists fees following the introduction of electronic scanning.

### **Human Resources – forecast underspend £0.256m**

The forecast underspend is due increased income and some underspends on operational costs.

### **Skills, Learning and Development – forecast underspend £0.221m**

The forecast underspend largely relates to reduced costs within operational budgets.

### **Facilities Management – forecast overspend £0.593m**

The forecast overspend is due to a non-recurring overspend due to some delayed charges that relate to 2017/18 that the service have incurred in addition to this year's costs.

The budget for repairs and maintenance in 2018/19 was reduced for agreed savings of £0.750m. Work is underway to carry out condition surveys and develop a programme of planned works to reduce future reactive repair and maintenance costs, however, it is not anticipated the saving will be fully achieved this year and an overspend of £0.251m is anticipated.

Following a full review and centralisation of property running costs in 2017/18 savings of £0.730m are forecast to be delivered in year, reducing the call on reserves previously agreed.

**Asset Management – forecast underspend £1.658m**

The forecast underspend is mainly due to a non-recurrent underspend of £0.651m which relates to the timing of recharging schools for utility costs relating to 2017/18 and an underspend of c£900k relating to taxation for carbon emissions that has been paid in earlier years. In addition, an underspend is forecast on street lighting energy of £0.222m.

**Financial Management (Development and Schools) – forecast underspend £0.139m**

The forecast underspend of £0.139m is due to additional income.

## 10. Chief Executive Services

CHIEF EXECUTIVE SERVICES	Approved Expenditure Budget	Current Period Expenditure Forecast Outturn	Current Period Expenditure Forecast Variance	Approved Income Budget	Current Period Income Forecast Outturn	Current Period Income Forecast Variance	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Forecast Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m	%	£m
CHIEF EXECUTIVE	2.145	2.485	0.340	-0.116	-0.493	-0.377	2.029	1.992	-0.037	-1.82%	-0.031
SERVICE COMMUNICATIONS	1.272	1.233	-0.039	-0.473	-0.433	0.040	0.799	0.800	0.001	0.13%	0.015
CORPORATE BUDGETS (FUNDING AND GRANTS)	0.000	11.025	11.025	-44.637	-44.637	0.000	-44.637	-33.612	11.025	24.70%	11.025
CORPORATE BUDGETS (PENSIONS & APPRENTICESHIP LEVY)	21.874	22.124	0.250	0.000	0.000	0.000	21.874	22.124	0.250	1.14%	0.250
CORPORATE BUDGETS (TREASURY MANAGEMENT)	39.749	30.527	-9.222	-0.711	-4.857	-4.146	39.038	25.670	-13.368	-34.24%	-11.368
<b>TOTAL CHIEF EXECUTIVE SERVICES</b>	<b>65.040</b>	<b>67.394</b>	<b>2.354</b>	<b>-45.937</b>	<b>-50.420</b>	<b>-4.483</b>	<b>19.103</b>	<b>16.974</b>	<b>-2.129</b>	<b>-11.14%</b>	<b>-0.109</b>



### **Corporate Budgets – forecast underspend £2.093m**

A significant underspend is forecast following approval of a change to the Minimum Revenue Provision policy by Full Council. This has enabled a reduction in costs of £9.3m in 2018/19. This is offset by a pressure of £11.0m relating to the deferred capital receipts relating to the Cuerden site.

There is a forecast underspend of £4.000m within the Treasury Management budget as a result of higher income receipts. With the markets responding to economic and political events there has been volatility in the price of Gilts and other bonds which has enabled the council to generated surplus on sales. It is difficult to predict the movement in the markets over the rest of the year and no further provision for surplus on sale of assets has been included in the budget at this point, although we will continue to seek to optimise the council's position.

An overspend of £0.250m is forecast due to a saving relating to the Apprenticeship Levy not yet being delivered.



**Money Matters**  
**Financial Outlook for the County Council**  
**Medium Term Financial Strategy &**  
**Reserves as at 30<sup>th</sup> September 2018**

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**Lancashire**

County  
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## **Financial Outlook for the County Council: Medium Term Financial Strategy**

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### **1. Executive Summary**

At cabinet in September 2018 the medium term financial strategy (MTFS) set out a forecast funding gap of £135.300m by the end of the 4 year period (2019/20 – 2022/23). This report provides an updated position for the 4 year period covering 2019/20 - 2022/23 and a review of assumptions to reflect the most current information available.

The updated funding gap contained within the report has reduced to £46.090m by 2022/23 with a gap of £14.610m in 2019/20. The improved position primarily reflects £77.171m of savings proposals and management actions identified through the service challenge process, and contained within the report, along with the impact of increased funding provided within the autumn budget for adults and children's social care. The service challenges process is one of the four key priorities of the operational plan and has covered all service areas with 42 separate service challenges having been undertaken. Their aim has been to deliver better and sustainable services at a lower cost, particularly for services that have been identified as high cost in comparison to other county councils.

The reduction in the forecast funding gap identified represents a significant improvement. However it does not fully address the structural deficit which varies over each of the 4 years shown in Table 1 being at its highest in the first 2 years of the MTFS reflecting the implementation period required for many of the proposals. Phase two of the service challenge process will seek to address the ongoing deficit and will focus on a number of cross-cutting workstreams and areas for investigation and review identified in the initial phase but where further work is required to evidence a proposal. These further saving proposals will come forward for consideration at future Cabinet meetings.

The revised funding gap also makes assumptions about future funding levels and there remains significant uncertainty about this post 2019/20 with changes to be made in respect of business rates retention, the overall funding formula and the anticipated green paper on adult social care. Section 5 of this report covers primarily the risk linked to the financial assumptions contained within the report.

The value of the uncommitted transitional reserve is currently forecast to be sufficient to meet the identified funding gaps through to 2022/23. However the intention is to identify further savings and thereby reduce the call on the transitional reserve, for 2020/21 and beyond.

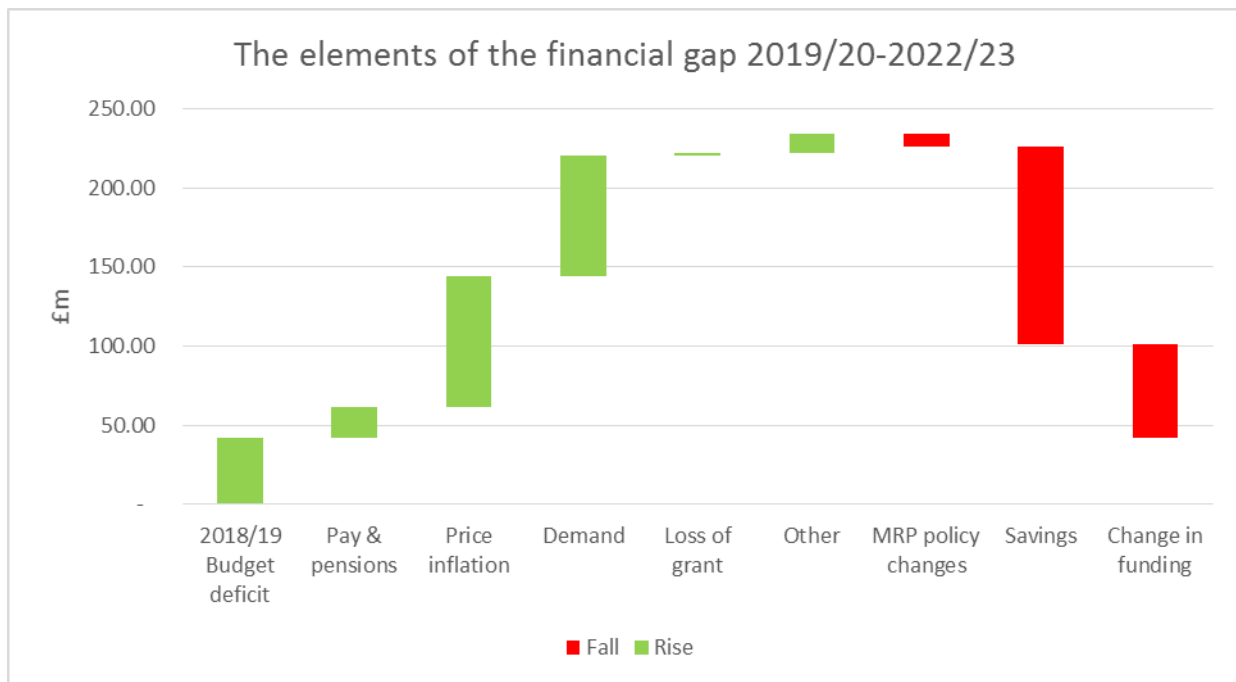
The table on page 4 provides a detailed analysis of movements between the previously reported financial gap and the revised financial gap:

**Table 1**

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Forecast net budget requirement	830.371	809.084	795.187	821.987	<b>3256.629</b>
Funding	769.775	758.982	783.554	809.018	<b>3121.329</b>
<b>Spending Gap as reported to Cabinet</b>	<b>60.596</b>	<b>50.102</b>	<b>11.633</b>	<b>12.969</b>	<b>135.300</b>
Add change to forecast of spending:					
Pay & Pensions	0.198	-6.316	0.123	0.288	<b>-5.707</b>
Inflation and Cost Changes	0.004	0.011	0.011	0.387	<b>0.412</b>
Service Demand and Volume Pressures	5.523	0.012	0.008	0.264	<b>5.808</b>
Other	5.971	-1.029	-7.005	0.265	<b>-1.798</b>
Specific grants	0.027	0.000	0.000	0.000	<b>0.027</b>
Undeliverable Savings	2.431	0.000	1.732	0.000	<b>4.163</b>
Additional Savings	-37.195	-29.600	-7.875	-2.501	<b>-77.171</b>
<b>Total Change to Forecast of Spending</b>	<b>-23.041</b>	<b>-36.922</b>	<b>-13.006</b>	<b>-1.297</b>	<b>-74.265</b>
Change to forecast of resources:					
Funding	-22.945	1.000	7.000	0.000	<b>-14.945</b>
<b>Total Change to Forecast of Resources</b>	<b>-22.945</b>	<b>1.000</b>	<b>7.000</b>	<b>0.000</b>	<b>-14.945</b>
<b>Funding Gap</b>	<b>14.610</b>	<b>14.180</b>	<b>5.628</b>	<b>11.673</b>	<b>46.090</b>

<b>Aggregated Funding Gap</b>				
<b>2019/20 (£m)</b>	14.610	14.610	14.610	14.610
<b>2020/21 (£m)</b>		14.180	14.180	14.180
<b>2021/22 (£m)</b>			5.628	5.628
<b>2022/23 (£m)</b>				11.673
<b>Total</b>	<b>14.610</b>	<b>28.790</b>	<b>34.418</b>	<b>46.090</b>
<b>Previous position (£m)</b>	60.596	110.699	122.332	135.301
<b>Variance (£m)</b>	<b>-45.986</b>	<b>-81.909</b>	<b>-87.915</b>	<b>-89.211</b>

The graph below demonstrates the drivers that make up the changes in the financial gap from £42m carried forward from 2018/19 to the cumulative position of £46m in the financial year 2022/23 as shown in the table above:



## 2. Funding

The funding included within this report reflects the final settlement that was announced on 6<sup>th</sup> February 2018 and only covers the financial years up to and including 2019/20. Assumptions around funding levels have therefore been made for 2020/21 – 2022/23.

The updated MTFS also includes the additional funding that was announced as part of the Chancellor's Autumn Statement on 29<sup>th</sup> October 2018. Most notably, additional funds were announced in response to the pressures on adult and children's social care services and the additional funding has been included recurrently within the MTFS. This assumption reflects the acknowledgement of the social care funding challenges by government, the proposal to issue a green paper on adult social care and the shifting emphasis in the health sector to prevention and population health. However, the actual position will be confirmed as part of future settlements.

It is currently anticipated that a new system of local government finance, the "fair funding formula", will be in place in 2020/21 which involves local government retaining 75% of the business rates and a review of the funding formula. However, details of the scheme and the impact on Lancashire are not known at this time, although further proposals and consultations are anticipated in coming weeks. Without any insight into the outcomes of this work, the MTFS assumes that the funding proposals will match the current business rates and grants structure in future years, with the exception that the revenue support grant will cease from 2020/21, in line with previous government announcements.



Since the last cabinet report at quarter 1, there is additional funding in relation to social care as announced in the budget and additional amounts included in 2019/20 and 2020/21 for anticipated capital receipts.

**Table 2**

	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>
Revenue Support Grant	32.894	0.000	0.000	0.000
Business Rates	194.887	198.989	204.431	210.043
Council Tax	495.510	513.964	533.102	552.951
New Homes Bonus	3.472	3.019	3.010	3.010
Better Care Fund	40.014	40.014	40.014	40.014
Capital receipts	8.000	7.000	0.000	0.000
Social Care Grant	14.945	14.945	14.945	14.945
Collection Fund Surplus	3.000	3.000	3.000	3.000
<b>Total</b>	<b>792.722</b>	<b>780.931</b>	<b>798.502</b>	<b>823.963</b>
<b>Funding - Previous MTFS</b>	<b>769.777</b>	<b>758.986</b>	<b>783.557</b>	<b>809.018</b>
<b>Variance</b>	<b>-22.945</b>	<b>-21.945</b>	<b>-14.945</b>	<b>-14.945</b>
<b>Impact on financial gap</b>	<b>-22.945</b>	<b>1.000</b>	<b>7.000</b>	<b>0.000</b>

## **2.1 Council Tax and Business Rates**

### **2.11 Council Tax**

The MTFS currently reflects the following assumptions in relation to the county council's council tax increases as previously reported to cabinet, however this is a decision for full council to make each year when setting the budget.

**Table 3**

	Council Tax increase (without the requirement for a referendum)	Additional council tax flexibility	Adult Social Care Precept	Total council tax increase
2019/20	1.99%	1.00%	1.00%	3.99%
2020/21	1.99%			1.99%
2021/22	1.99%			1.99%
2022/23	1.99%			1.99%

From 2020/21 onwards, it is assumed the maximum increase that the county council is able to apply to council tax, without a referendum, is 1.99%, as the option to raise an adult social care precept will no longer be available, and the additional 1% flexibility ceases after 2019/20. Any decisions not to increase council tax in line with the assumptions above would increase the financial gap; every 1% in council tax yields c£5m.

Analysis of Lancashire's tax base over recent years indicates an average annual council tax base increase of 1.7%, and this is included within the MTFS.

Council tax collection rates vary across Lancashire's district councils and are relatively low compared to other councils nationally. The county council is working with some district councils to look at how collection levels can be improved, as an improvement of just 1% overall would increase funding to the county council by c£5m each year and of course would yield a proportionate benefit to the district council.

## **2.12 Business Rates**

Business rates income is a significant portion of funding to local authorities. The baseline is an assessment of the business rate income required to meet service needs. For the county council, the amount anticipated to be received from the business rates collected in the area is less than its assessed need and therefore we receive a top up grant.

Business rates income for the county council is heavily dependent on cooperation from the district councils, and much will depend on the general economic performance of local areas. The collection rates across Lancashire present a mixed performance when compared nationally, and the county council is working with districts to improve this performance. In addition, a number of businesses have valuation appeals outstanding, some of which are on large value properties. If successful these will have a negative impact on the ability to generate business rates. With this in mind a minimal amount of growth has been built into our local share at 0.5%.

The county council is currently part of a business rates pool with 10 district councils across Lancashire.

## **2.13 Business Rates Pilot**

On 25<sup>th</sup> September 2018 Lancashire county council, along with 11 district councils and the two unitary authorities of Blackburn and Blackpool, submitted a bid for a 75% business rates pilot which would see potentially a one off extra £10.8m retained across Lancashire. The money will be divided into three pots; £0.540m to cover potential appeals and losses, £2.500m for sustainability and growth projects and the remaining £7.800m will be divided between the pilot authorities as per the agreed percentage splits.

The outcome of the business rates pilot is expected to be announced as part of the provisional settlement in December 2018, therefore the possible additional funding has not been built into the MTFS at this stage.

## **2.2 Capital Receipts**

In April 2016 the government introduced the flexibility for capital receipts to be used to fund revenue expenditure that is designed to generate ongoing revenue savings or service improvements. This flexibility is currently available until 2020/21.

Following a detailed review, capital receipts of £8m and £7m are estimated to be received over the next two years. As part of the service challenge process additional resources have been identified to support the transformation of services and delivery of the savings outlined in Section 3.5 and Appendix C and D of this report. The assumption within the MTFS is that there will be sufficient capital receipts to meet these transformation costs over the next 2 years and therefore they will not be a draw on reserves or increase the funding gap.

## **3. Net Budget Requirement**

The MTFS covers spending pressures including pay increases, contractual inflation, increased demand for services and the impact of previously agreed and new savings measures.

### **3.1 Pay and Pensions**

In December 2017 it was announced by the National Employers for Local Government Services that following negotiations a new pay offer covering the period 1 April 2018 and 31 March 2020 had been agreed. In 2019/20 the new pay offer proposes that local government organisations move to a new pay spine and this is reflected within the pay budget in the MTFS. A 2% increase has therefore been included in 2019/20 and an assumption of 1% included in later years until further information is known in relation to the pay spine and subsequent increases. A 1% pay award equates to an additional net annual cost of c£3m.

The employer pension contribution is reflected within the MTFS based on the latest information available in relation to the county council's estimated contribution rate and deficit contributions. This is reviewed, updated and confirmed every three years through the triennial valuation with employer minimum contribution levels being reset from 2020/21. Based on the current funding levels and reduction in the deficit a

reduced annual employer contribution of £6.4m is estimated and included within the MTFS.

The table below presents the amounts built into the MTFS for pay and pensions:

**Table 4**

	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>Total £m</b>
Employee Costs	9.238	4.263	4.006	3.848	<b>21.355</b>
Pensions Costs	0.374	-6.026	0.374	0.374	<b>-4.904</b>
Pension Prepayment Saving	-0.319	2.299	0.000	0.000	<b>1.980</b>
Other pay related costs	1.303	0.020	0.021	0.021	<b>0.837</b>
<b>Revised Pay and Pension requirements</b>	<b>10.596</b>	<b>0.556</b>	<b>4.401</b>	<b>4.243</b>	<b>19.796</b>
<b>Pay and Pensions - previous MTFS</b>	<b>10.398</b>	<b>6.872</b>	<b>4.278</b>	<b>3.955</b>	<b>25.503</b>
<b>Impact on Financial Gap</b>	<b>0.198</b>	<b>-6.316</b>	<b>0.123</b>	<b>0.288</b>	<b>-5.707</b>

### 3.2 Price Inflation and Cost Changes

Contractual price increases represent a significant cost pressure to the county council. The assumptions have been subject to regular review by services, with an incremental increase of £0.413m from the position at quarter 1 being forecast primarily relating to the final year of the current MTFS. The updated position is shown in table 5 below.

**Table 5**

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Adults Services	15.060	16.360	12.380	13.147	<b>56.947</b>
Children's Services	1.296	1.221	1.237	1.698	<b>5.452</b>
Waste Services	0.177	2.353	3.215	3.295	<b>9.040</b>
Other Services	3.596	2.804	2.557	2.684	<b>11.641</b>
<b>Revised price inflation requirements</b>	<b>20.129</b>	<b>22.738</b>	<b>19.389</b>	<b>20.824</b>	<b>83.080</b>
<b>Price inflation – previous MTFS</b>	<b>20.125</b>	<b>22.727</b>	<b>19.378</b>	<b>20.437</b>	<b>82.667</b>
<b>Impact on Financial Gap</b>	<b>0.004</b>	<b>0.011</b>	<b>0.011</b>	<b>0.387</b>	<b>0.412</b>

### 3.3 Demand Pressures

All services have reviewed the demand pressures they face in future years and whilst they have reduced overall, increasing demand still remains a significant element of the funding gap. The MTFS at quarter 2 forecasts decreased requirement of £5.808m when comparing those years contained within the previous MTFS.

**Table 6**

	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>Total £m</b>
Adults Services	15.049	15.831	9.473	10.163	<b>50.516</b>
Children's Services	7.139	3.056	1.668	1.415	<b>13.278</b>
Waste Services	1.764	1.824	1.931	2.058	<b>7.577</b>
Other Services	4.423	0.242	0.271	0.047	<b>4.983</b>
<b>Revised Demand Requirements</b>	<b>28.375</b>	<b>20.953</b>	<b>13.343</b>	<b>13.683</b>	<b>76.354</b>
<b>Demand – previous MTFS</b>	<b>22.852</b>	<b>20.941</b>	<b>13.335</b>	<b>13.419</b>	<b>70.546</b>
<b>Impact on Financial Gap</b>	<b>5.523</b>	<b>0.012</b>	<b>0.008</b>	<b>0.264</b>	<b>5.808</b>

Adult social care represents a large proportion of the demand pressures. Adult Social Care has long seen annual increases in the demand for services and the MTFS attempts to predict growth in future years largely based on reviewing current and past activity trends and also taking into account future population changes. From a social care perspective demand covers both increasing numbers of people eligible for support and the increasing complexity of those cases. All demand assumptions contained within this revised MTFS regarding adult social care have been reviewed based on the most up-to-date trend analysis.

The most significant increase at quarter 2 relates to a projected increase in insurance costs with an additional £4m built in recurrently into the MTFS from 2019/20. This reflects the outcome of an updated actuarial assessment of the council's current and future liabilities.

### **3.4 Other**

This section of the MTFS contains forecast additional costs related to the implementation of the service challenge proposals presented in section 3.5. These costs are estimated to be £14.297m over the next 2 years and are planned to be met through current capital receipt flexibilities. These costs primarily relate to additional capacity required to deliver the changes (both temporary and permanent), the most significant service areas for investment being adult social care with a requirement for c£8m over the 2 years to support c£42m of savings delivery.

### **3.5 Additional Savings**

In order to identify additional savings to deliver a financially sustainable position for the county council, all services have undertaken a service challenge. This has resulted in savings presented to Cabinet that total £77.171m over the period 2019/20 to 2022/23. These savings are either management action and are within the delegated powers of officers or policy decisions that require cabinet approval.

#### **Management Actions**

A considerable level of savings have been identified as management actions rather than policy decisions and are not expected to have a negative impact on service delivery. These savings total £26.841m. The most significant element of this relates to adult social care at £18.9m with the continuation and extension of the existing, and successful, passport to independence (P2I) programme with further additional savings targeted at further reductions in residential admissions from hospital and increased use and effectiveness of reablement. Management actions also include staffing efficiencies, changes to working practices and processes, increased income generation and removal of recurring underspends identified by services and confirmed through the revenue monitoring process. Annex 1 identifies the level of management action budget reductions identified via the service challenge process along with the estimated staffing impact.

#### **Policy Decisions**

The service challenges have identified proposed savings totalling £50.330m (over the next 4 years) that require a cabinet decision and these are set out in Appendices C and D. The figures presented within the revised MTFS from 2019/20 onwards are presented on the assumption that these budget proposals are agreed by cabinet, subject in the case of the budget proposals set out in Appendix C to the outcome of appropriate consultation which will be reported back to Cabinet for a final decision in due course.

It is anticipated that further savings proposals will be presented for approval at future cabinet meetings, reflecting that there remains an estimated shortfall of £14.610m in 2019/20 should all savings in this report be agreed and delivered.

## 4. Reserves

**Table 7**

Reserve Name	Opening Balance 2018/19	2018/19 Expenditure	2018/19 transfers to / from other reserves	2018-19 Transfers from revenue budget	2018/19 Forecast Closing Balance	2019/20 Forecast Spend	2020/21 Forecast Spend	Total as at 31 March 2021
	£m	£m	£m		£m	£m	£m	£m
County Fund	-23.437	0.000	0.000	0.000	-23.437	0.000	0.000	-23.437
<b>SUB TOTAL - COUNTY FUND</b>	<b>-23.437</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>-23.437</b>	<b>0.000</b>	<b>0.000</b>	<b>-23.437</b>
Strategic Investment Reserve	-3.765	0.740	1.679	0.000	-1.346	0.850	0.350	-0.146
Down sizing Reserve	-13.891	3.346	5.941	0.000	-4.605	4.605	0.000	0.000
Risk Management Reserve	-5.402	3.065	-0.694	0.000	-3.031	1.431	0.800	-0.800
Transitional Reserve	-155.066	50.247	-12.542	-11.025	-128.385	0.437	0.194	-127.755
Service Reserves	-19.118	8.904	5.616	0.000	-4.598	3.057	0.762	-0.779
Treasury Management Reserve	-10.000	0.000	0.000	0.000	-10.000	0.000	0.000	-10.000
<b>SUB TOTAL - LCC RESERVES</b>	<b>-207.243</b>	<b>66.302</b>	<b>0.000</b>	<b>-11.025</b>	<b>-151.965</b>	<b>10.380</b>	<b>2.106</b>	<b>-139.479</b>
Schools/Non-LCC Service Reserves	-16.521	1.674	0.000	0.000	-14.847	-0.843	-0.843	-16.533
<b>SUB TOTAL SCHOOLS/NON LCC RESERVES</b>	<b>-16.521</b>	<b>1.674</b>	<b>0.000</b>	<b>0.000</b>	<b>-14.847</b>	<b>-0.843</b>	<b>-0.843</b>	<b>-16.533</b>
<b>GRAND TOTAL</b>	<b>-247.201</b>	<b>67.977</b>	<b>0.000</b>	<b>-11.025</b>	<b>-190.249</b>	<b>9.537</b>	<b>1.263</b>	<b>-179.449</b>

The county fund shown at the top of Table 7 is the balance set aside to cover the authority against a serious emergency situation (e.g. widespread flooding); a critical and unexpected loss of income to the authority and for general cash flow purposes. In considering these various factors the county council is forecast to maintain its County Fund balance at £23.437m.

The value of the uncommitted transitional reserve is currently forecast to be £127.755m by the end of March 2021 if there was no requirement for structural funding support from reserves to the 2019/20 or 2020/21 budgets. This represents a slightly improved position from the £125.009m that was previously reported to cabinet in September due to some higher than previously forecast income.

The transitional reserve is forecast to be sufficient to meet the identified funding gaps through to 2022/23 as set out in table 8 below. However, the intention is to identify



further savings to reduce the gap, and hence the call on reserves, for 2020/21 and beyond.

**Table 8**

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>Opening Balance</b>	128.385	113.338	84.354	49.937
<b>Gap funding</b>	14.610	28.790	34.418	46.090
<b>Commitments</b>	0.437	0.194	0.000	0.000
<b>Closing balance</b>	<b>113.338</b>	<b>84.354</b>	<b>49.937</b>	<b>3.846</b>

## **5. Future Risks and Opportunities**

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

### **5.1 Savings Delivery**

The scale of additional savings agreed is significant on top of over £40m of previously agreed savings still to be delivered in 2019/20 and future years. There are inherent risks in the delivery of any savings programme of this scale, particularly where they are directly linked to reducing the future demand for services. However, there is a strong track record of delivery of the vast majority of previous savings plans. Furthermore, a number of services have properly identified the need to invest in both temporary and recurrent resources to provide additional capacity needed to deliver the savings proposed.

Any significant under-delivery or slippage to delivery timeframes will create an additional funding pressure and impact on the ongoing and longer-term financial health of the council. This has been identified as one of the highest risks in the risk and opportunity register. There are comprehensive arrangements in place to track delivery of financial savings and take corrective actions where required. Where services are experiencing a potential negative variance in their savings plans, managers are actively seeking to meet any shortfalls through other activities within their service area.

### **5.2 Further Savings Opportunities – Service Challenge**

This report presents the conclusion of the initial service challenge process, with each service across the county council presenting opportunities for further savings. A benchmarking exercise across all county councils (and other councils where appropriate) identified that there are some service areas where Lancashire is high cost. The service challenge process was targeted at understanding the reasons for this and designing the delivery of better services at lower (median county council) cost. This process has resulted in the identification of c£77m from 42 individual service challenge reviews. There remain a number of areas where further, more detailed analysis and investigation is required and phase two of the service challenge process will progress this work as well as look more strategically at some cross-cutting issues that could provide the potential for additional savings proposals to come forward to future cabinet meetings for consideration.

As noted in section 5.1 this is a significant additional programme of savings and is therefore subject to the same risks and mitigations. As part of the identification of the savings a significant validation and project management exercise has been undertaken for each proposal and detailed monitoring and review will take place on all proposals agreed for implementation.

### **5.3 Business Rates Retention / Changes to Funding Formula**

As previously explained, the future funding arrangements to be established by government post a risk to the council as they may reduce funding below that assumed in the MTFs. Conversely there is equally an opportunity that additional resources are made available through this process. The outcome of the business rate pilot expected

to be announced alongside the 2019/20 settlement also presents an opportunity for one off resources to Lancashire and would reduce the funding gap.

#### **5.4 Children's Social Care**

Children's social care demand levels are forecast to continue to increase, particularly within agency residential placements, agency fostering placements and also special guardianship orders. Although the rate of growth is quite volatile, over recent months it has slowed down slightly.

Significant additional budget was allocated to children's social support improvements and demand pressures over the past 3 years. An assumption within this MTFs is made that demand will plateau in future years, with a reducing demand increase has been built into future year's budget.

#### **5.5 Troubled Families Funding**

The county council currently receives funding towards working with troubled families. Within the MTFs funding levels that we have received written confirmation for are included, but post 2019/20 there is no information available as to whether this funding will continue. It is assumed that funding levels will remain at 2019/20 levels. If the funding does cease this will result in a pressure on the budget of £2.1m. Given the lack of clarity we have discussed this with other Local Authorities in a similar position, as to the approach they are taking, and they have confirmed that they are also forecasting the funding to continue, but this will be closely monitored as announcements relating to funding are made in the Autumn and outcomes reflected in future MTFs reports.

#### **5.6 MTFs Assumptions and Scenario Analysis**

In preparing the MTFs a range of assumptions are made and to assess the level of risk inherent in the decisions being taken some of these have been stress tested against alternative scenarios.

The key assumption that has been analysed and tested relate to maintaining the additional social care funding announced by the Chancellor over the full period of the MTFs.

Alternative scenarios reflect the impact of this funding being removed;

- option "a" shows the best case scenario assuming an addition £2m reduction on employer pension contributions and no provision made for undeliverable savings
- option "b" shows the position if the winter pressures funding was removed, and
- option "c" presents the position if all the additional social care monies were removed.

Option "a" demonstrates an improved position from the MTFs presented in this report and show that the council would have sufficient reserves to manage through to 2023/24 when further saving would need to be made. Options "b" and "c" show a less favourable position than the MTFs and would see reserves running out during 2022/23. This stress testing gives confidence that the council can continue to live

within its means for a number of years even in adverse circumstances. This does not however diminish or negate the need to make further savings but does demonstrate that the council continues to have sufficient resilience to deliver them in a measured and structured way.

**Option a)**

<b>Aggregated Funding Gap</b>				
<b>2019/20 (£m)</b>	12.179	12.179	12.179	12.179
<b>2020/21 (£m)</b>		12.180	12.180	12.180
<b>2021/22 (£m)</b>			3.896	3.896
<b>2022/23 (£m)</b>				11.673
<b>Total</b>	<b>12.179</b>	<b>24.359</b>	<b>28.255</b>	<b>39.927</b>
<b>Previous position (£m)</b>	60.596	110.699	122.332	135.301
<b>Variance (£m)</b>	<b>-48.417</b>	<b>-86.340</b>	<b>-94.078</b>	<b>-95.374</b>

***Transitional Reserve Funding:***

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>Opening Balance</b>	128.264	115.648	91.095	62.841
<b>Gap funding</b>	12.179	24.359	28.255	39.927
<b>commitments</b>	0.437	0.194		
<b>Closing balance</b>	<b>115.648</b>	<b>91.095</b>	<b>62.841</b>	<b>22.913</b>

**Option b)**

<b>Aggregated Funding Gap</b>					
<b>2019/20 (£m)</b>	14.425	14.425	14.425	14.425	<b>57.699</b>
<b>2020/21 (£m)</b>		18.318	18.318	18.318	<b>54.955</b>
<b>2021/22 (£m)</b>			5.678	5.678	<b>11.355</b>
<b>2022/23 (£m)</b>				11.673	<b>11.673</b>
<b>Total</b>	<b>14.425</b>	<b>32.743</b>	<b>38.421</b>	<b>50.093</b>	<b>124.009</b>

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>Opening Balance</b>	128.264	113.402	80.465	42.045
<b>Gap funding</b>	14.425	32.743	38.421	50.093
<b>Commitments</b>	0.437	0.194		
<b>Closing balance</b>	<b>113.402</b>	<b>80.465</b>	<b>42.045</b>	<b>-8.049</b>

**Option c)**

<b>Aggregated Funding Gap</b>					
<b>2019/20 (£m)</b>	14.425	14.425	14.425	14.425	<b>57.699</b>
<b>2020/21 (£m)</b>		27.745	27.745	27.745	<b>83.236</b>
<b>2021/22 (£m)</b>			5.678	5.678	<b>11.355</b>
<b>2022/23 (£m)</b>				11.673	<b>11.673</b>
<b>Total</b>	<b>14.425</b>	<b>42.170</b>	<b>47.848</b>	<b>59.520</b>	<b>152.290</b>

***Transitional Reserve funding:***

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>Opening Balance</b>	128.264	113.402	71.038	23.191
<b>Gap funding</b>	14.425	42.170	47.848	59.520
<b>commitments</b>	0.437	0.194		
<b>Closing balance</b>	<b>113.402</b>	<b>71.038</b>	<b>23.191</b>	<b>-36.330</b>

# ANNEX 1

	Savings (£m)					FTE's				
	2019/20	2020/21	2021/22	2022/23	Total	2019/20	2020/21	2021/22	2022/23	Total
<b>Adults Services</b>										
Older People Services	-0.070	-0.070	0.000	0.000	-0.140	0.00	0.00	0.00	0.00	0.00
Social Care Adults	-5.691	-5.263	-0.128	0.000	-11.082	9.00	0.00	0.00	0.00	9.00
Learning Disability, Mental Health and Autism	-1.604	-0.831	0.000	0.000	-2.435	4.00	-2.00	0.00	0.00	2.00
All Adults Services	-1.000	-2.000	-2.315	0.000	-5.315	30.50	-1.00	-27.00	-1.00	1.50
	<b>-8.365</b>	<b>-8.164</b>	<b>-2.443</b>	<b>0.000</b>	<b>-18.972</b>	<b>43.50</b>	<b>-3.00</b>	<b>-27.00</b>	<b>-1.00</b>	<b>12.50</b>
<b>Public Health and Wellbeing</b>										
Children and Family Wellbeing Service	-0.331	0.000	0.000	0.000	-0.331	0.00	0.00	0.00	0.00	0.00
Patient Safety and Quality Improvement	-0.088	-0.166	0.000	0.000	-0.254	3.00	-1.00	0.00	0.00	2.00
	<b>-0.419</b>	<b>-0.166</b>	<b>0.000</b>	<b>0.000</b>	<b>-0.585</b>	<b>3.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>
<b>Education and Children's Services</b>										
Fostering, Adoption, Residential and YOT	-0.096	-0.121	0.000	0.000	-0.217	3.00	0.00	0.00	0.00	3.00
Safeguarding, Inspection and Audit	-0.070	-0.017	0.000	0.000	-0.087	0.00	0.00	0.00	0.00	0.00
Children's Social Care	-0.447	-0.241	-0.118	-0.118	-0.924	0.00	0.00	0.00	0.00	0.00
Special Educational Needs and Disability (SEND)	-0.174	-0.137	0.000	0.000	-0.311	0.00	0.00	0.00	0.00	0.00
Learning and Skills	-0.064	-0.083	0.000	0.000	-0.147	-1.00	-5.00	0.00	0.00	-6.00
School Improvement	-0.238	0.000	0.000	0.000	-0.238	-2.00	0.00	0.00	0.00	-2.00
	<b>-1.089</b>	<b>-0.599</b>	<b>-0.118</b>	<b>-0.118</b>	<b>-1.924</b>	<b>0.00</b>	<b>-5.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-5.00</b>

Temporary Investment					Permanent Reductions					Permanent Increases					Total				
FTE's					FTE's					FTE's					FTE's				
2019/20	2020/21	2021/22	2022/23	Total	2019/20	2020/21	2021/22	2022/23	Total	2019/20	2020/21	2021/22	2022/23	Total	2019/20	2020/21	2021/22	2022/23	Total
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.00	0.00	0.00	0.00	9.00	9.00	0.00	0.00	0.00	9.00
2.00	-2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	2.00	4.00	-2.00	0.00	0.00	2.00
29.00	-1.00	-27.00	-1.00	0.00	0.00	0.00	0.00	0.00	0.00	1.50	0.00	0.00	0.00	1.50	30.50	-1.00	-27.00	-1.00	1.50
<b>31.00</b>	<b>-3.00</b>	<b>-27.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>12.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>12.50</b>	<b>43.50</b>	<b>-3.00</b>	<b>-27.00</b>	<b>-1.00</b>	<b>12.50</b>
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	-3.00	-1.00	0.00	0.00	-4.00	6.00	0.00	0.00	0.00	6.00	3.00	-1.00	0.00	0.00	2.00
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-3.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-4.00</b>	<b>6.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6.00</b>	<b>3.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	3.00	3.00	0.00	0.00	0.00	3.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	-1.00	-5.00	0.00	0.00	-6.00	0.00	0.00	0.00	0.00	0.00	-1.00	-5.00	0.00	0.00	-6.00
0.00	0.00	0.00	0.00	0.00	-2.00	0.00	0.00	0.00	-2.00	0.00	0.00	0.00	0.00	0.00	-2.00	0.00	0.00	0.00	-2.00
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-3.00</b>	<b>-5.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-8.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>	<b>-5.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-5.00</b>

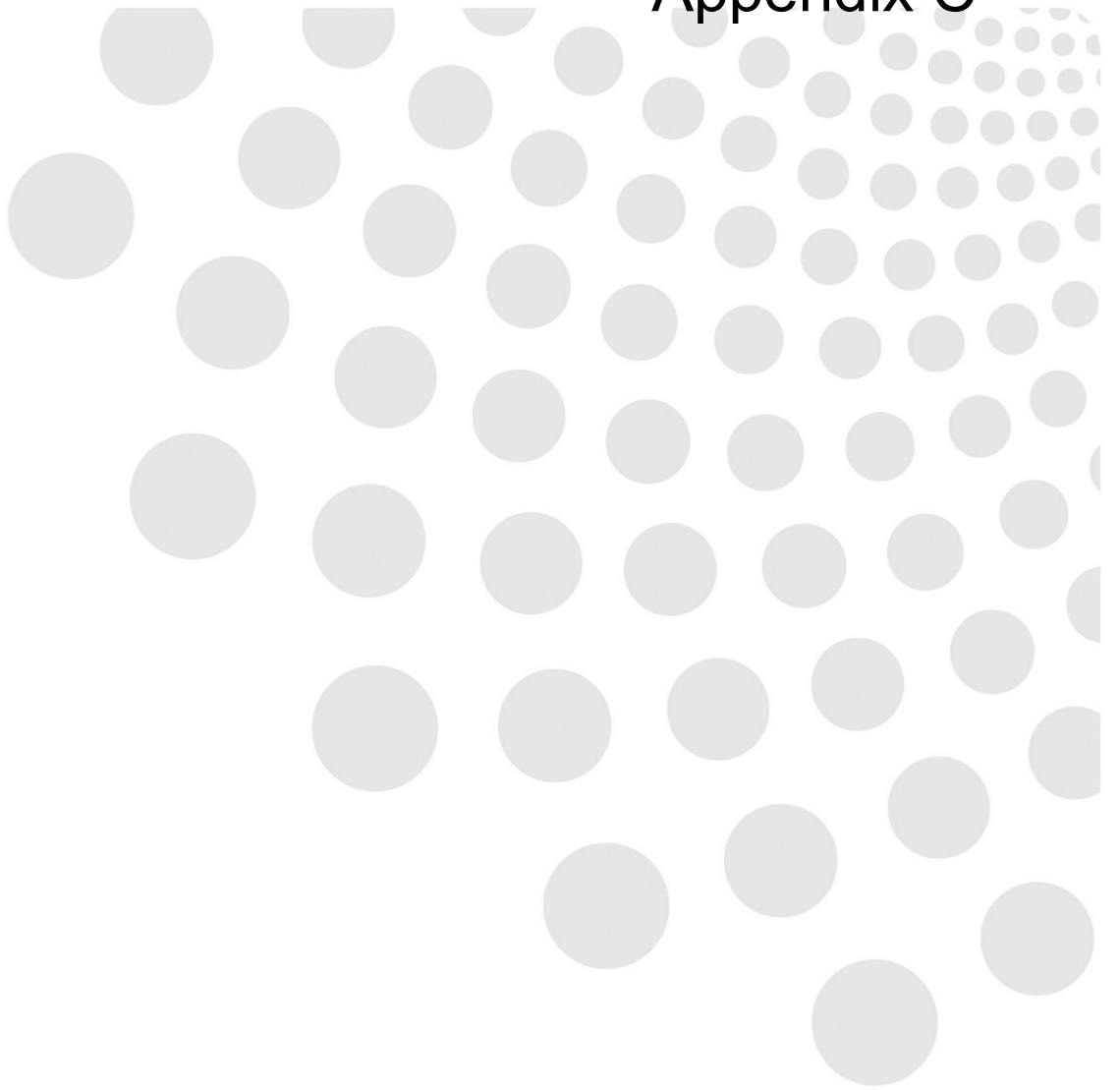
	Savings (£m)					FTE's				
	2019/20	2020/21	2021/22	2022/23	Total	2019/20	2020/21	2021/22	2022/23	Total
<b>Community Services</b>										
Highways	-0.655	-0.288	0.000	0.000	-0.943	2.00	-7.00	0.00	0.00	-5.00
Public and Integrated Transport	0.000	-0.250	-0.100	-0.100	-0.450	0.00	0.00	0.00	0.00	0.00
Waste Services	-0.943	0.000	0.000	0.000	-0.943	2.00	0.00	0.00	0.00	2.00
	<b>-1.598</b>	<b>-0.538</b>	<b>-0.100</b>	<b>-0.100</b>	<b>-2.336</b>	<b>4.00</b>	<b>-7.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-3.00</b>
<b>Economic Development and Planning</b>										
Economic Development	-0.050	0.000	0.000	0.000	-0.050	0.00	0.00	0.00	0.00	0.00
Planning and Environment	-0.120	0.000	0.000	0.000	-0.120	0.00	0.00	0.00	0.00	0.00
	<b>-0.170</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>-0.170</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Programmes and Project Management</b>										
Core Business Systems and Transformation	-0.189	-0.228	-0.033	-0.067	-0.517	4.00	-3.00	-1.00	-1.90	-9.90
Design and Construction	-0.162	0.000	0.000	0.000	-0.162	5.00	0.00	0.00	0.00	5.00
	<b>-0.351</b>	<b>-0.228</b>	<b>-0.033</b>	<b>-0.067</b>	<b>-0.679</b>	<b>1.00</b>	<b>-3.00</b>	<b>-1.00</b>	<b>-1.90</b>	<b>-4.90</b>

FTE's					FTE's					FTE's					FTE's				
2019/20	2020/21	2021/22	2022/23	Total	2019/20	2020/21	2021/22	2022/23	Total	2019/20	2020/21	2021/22	2022/23	Total	2019/20	2020/21	2021/22	2022/23	Total
0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	-7.00	0.00	0.00	<b>-7.00</b>	2.00	0.00	0.00	0.00	<b>2.00</b>	2.00	-7.00	0.00	0.00	<b>-5.00</b>
0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	<b>0.00</b>
0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	<b>0.00</b>	2.00	0.00	0.00	0.00	<b>2.00</b>	2.00	0.00	0.00	0.00	<b>2.00</b>
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-7.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-7.00</b>	<b>4.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-7.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-3.00</b>
0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	<b>0.00</b>
0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00	0.00	0.00	<b>0.00</b>
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
0.00	0.00	0.00	0.00	<b>0.00</b>	-4.00	-3.00	-1.00	-1.90	<b>-9.90</b>	0.00	0.00	0.00	0.00	<b>0.00</b>	-4.00	-3.00	-1.00	-1.90	<b>-9.90</b>
0.00	0.00	0.00	0.00	<b>0.00</b>	-1.00	0.00	0.00	0.00	<b>-1.00</b>	6.00	0.00	0.00	0.00	<b>6.00</b>	5.00	0.00	0.00	0.00	<b>5.00</b>
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-5.00</b>	<b>-3.00</b>	<b>-1.00</b>	<b>-1.90</b>	<b>-10.90</b>	<b>6.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6.00</b>	<b>1.00</b>	<b>-3.00</b>	<b>-1.00</b>	<b>-1.90</b>	<b>-4.90</b>

	Savings (£m)					FTE's				
	2019/20	2020/21	2021/22	2022/23	Total	2019/20	2020/21	2021/22	2022/23	Total
<b>Corporate Services</b>										
Legal and Democratic Services (inc Coroners)	-0.108	-0.050	0.000	0.000	-0.158	0.00	0.00	0.00	0.00	0.00
Skills, Learning and Development	-0.170	0.000	0.000	0.000	-0.170	0.00	0.00	0.00	0.00	0.00
	<b>-0.278</b>	<b>-0.050</b>	<b>0.000</b>	<b>0.000</b>	<b>-0.328</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Finance Services</b>										
Exchequer Services	-0.089	0.000	0.000	0.000	-0.089	-1.00	0.00	0.00	0.00	-1.00
Corporate Finance	-0.270	0.000	0.000	0.000	-0.270	-1.00	0.00	0.00	0.00	-1.00
Financial Management (Operational)	-0.110	-0.037	0.000	0.000	-0.147	-3.00	0.00	0.00	0.00	-3.00
Financial Management (Development and Schools)	-0.286	0.000	0.000	0.000	-0.286	-2.00	0.00	0.00	0.00	-2.00
Procurement	-0.131	-0.044	0.000	0.000	-0.175	-7.00	0.00	0.00	0.00	-7.00
	<b>-0.886</b>	<b>-0.081</b>	<b>0.000</b>	<b>0.000</b>	<b>-0.967</b>	<b>-14.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-14.00</b>
<b>Property Services</b>										
Facilities Management	-0.011	-0.014	-0.114	-0.004	-0.143	9.00	11.00	20.00	3.00	43.00
Asset Management	-0.692	0.000	0.000	0.000	-0.692	0.00	0.00	0.00	0.00	0.00
	<b>-0.703</b>	<b>-0.014</b>	<b>-0.114</b>	<b>-0.004</b>	<b>-0.835</b>	<b>9.00</b>	<b>11.00</b>	<b>20.00</b>	<b>3.00</b>	<b>43.00</b>
<b>Chief Executive Services</b>										
Service Communications	-0.033	-0.008	-0.002	-0.002	-0.045	0.00	0.00	0.00	0.00	0.00
	<b>-0.033</b>	<b>-0.008</b>	<b>-0.002</b>	<b>-0.002</b>	<b>-0.045</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Grand Total</b>	<b>-13.892</b>	<b>-9.848</b>	<b>-2.810</b>	<b>-0.291</b>	<b>-26.841</b>	<b>46.50</b>	<b>-8.00</b>	<b>-8.00</b>	<b>0.10</b>	<b>30.60</b>

Temporary Investment					Permanent Reductions					Permanent Increases					Total				
FTE's					FTE's					FTE's					FTE's				
2019/20	2020/21	2021/22	2022/23	Total	2019/20	2020/21	2021/22	2022/23	Total	2019/20	2020/21	2021/22	2022/23	Total	2019/20	2020/21	2021/22	2022/23	Total
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
0.00	0.00	0.00	0.00	0.00	0.00	-1.00	0.00	0.00	0.00	-1.00	0.00	0.00	0.00	0.00	0.00	-1.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	-1.00	0.00	0.00	0.00	-1.00	0.00	0.00	0.00	0.00	0.00	-1.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	-3.00	0.00	0.00	0.00	-3.00	0.00	0.00	0.00	0.00	0.00	-3.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	-4.00	0.00	0.00	0.00	-4.00	2.00	0.00	0.00	0.00	2.00	-2.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	-7.00	0.00	0.00	0.00	-7.00	0.00	0.00	0.00	0.00	0.00	-7.00	0.00	0.00	0.00
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-16.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-16.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>	<b>-14.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.00	11.00	20.00	3.00	43.00	9.00	11.00	20.00	3.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>9.00</b>	<b>11.00</b>	<b>20.00</b>	<b>3.00</b>	<b>43.00</b>	<b>9.00</b>	<b>11.00</b>	<b>20.00</b>	<b>3.00</b>
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>31.00</b>	<b>-3.00</b>	<b>-27.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>-27.00</b>	<b>-16.00</b>	<b>-1.00</b>	<b>-1.90</b>	<b>-45.90</b>	<b>42.50</b>	<b>11.00</b>	<b>20.00</b>	<b>3.00</b>	<b>76.50</b>	<b>46.50</b>	<b>-8.00</b>	<b>-8.00</b>	<b>0.10</b>	<b>30.60</b>





## **Service Challenge Savings (Consultation Required)**

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**Reference – SC001**

<b>Service Name:</b>		Waste – Household Waste Recycling Centre service provision		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£8.064m		
<b>Income 2018/19</b>		£0.600m		
<b>Net budget 2018/19</b>		£7.464m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.367	-0.367	0.000	0.000	-0.734
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
TBC	0.00	0.00	0.00	TBC
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	<p>To change Household Waste Recycling Centre (HWRC) opening hours to 9:00 – 17:00 throughout the year.</p> <p>To reduce the opening of the following HWRCs to 5 days per week:</p> <ul style="list-style-type: none"> <li>• Longridge</li> <li>• Barnoldswick</li> <li>• Clitheroe</li> <li>• Burscough</li> <li>• Skelmersdale</li> <li>• Carnforth</li> <li>• Haslingden</li> </ul>			
<b>Impact upon service, other LCC services, service users and external partners</b>	<p>Reduced opening times and days at Household Waste Recycling Centres (HWRCs).</p> <p>There is potential for staff redundancies within the HWRC service.</p>			
<b>Actions needed to deliver the service change</b>	<p>Restructuring of the HWRC service staff to accommodate changes in service delivery and provide most efficient staffing provision.</p>			

	<p>The saving is based upon minor changes to staffing levels at four HWRCs to provide consistent levels of staff provision across the service.</p> <p>In addition, as part of the restructure all posts within the service will be on county council terms and conditions removing the legacy of differing terms and conditions across the service.</p>
<p><b>Is external consultation required</b></p>	<p>Yes</p>
<p><b>What are the risks associated with this change and how will they be mitigated</b></p>	<p>These proposals could result in slightly longer waiting times but this is minimal.</p>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>An equality analysis is required and will be informed by the results of the public consultation and provided to Cabinet along with the consultation report.</p>

**Reference – SC011**

<b>Service Name:</b>	Public Transport - School Transport			
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>	2019/20			
<b>Gross budget 2018/19</b>	£7.860m			
<b>Income 2018/19</b>	£3.512m			
<b>Net budget 2018/19</b>	£4.348m			
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	-0.050	-0.050	0.000	-0.100
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	To agree to the removal of school bus services where no pupils statutorily entitled to free school transport have travelled on a contracted school bus for 2 years and where season ticket revenue does not cover the cost of the contract.			
<b>Impact upon service, other LCC services, service users and external partners</b>	The proposal will impact upon school age children travelling to school by bus. The proposal is likely to have a greater impact on children living in rural and low population areas where traveling numbers are low. It may also impact upon school numbers in certain schools if parents/guardians make school placement choices based on existing school and public bus transport availability.			
<b>Actions needed to deliver the service change</b>	<p>The removal of bus services will only take place where there has been no statutory entitlement on the route for 2 years.</p> <p>Schools and parents will be informed of the removal of the service 12 months in advance to allow time for adjustments to be made. The earliest a service will cease is Sept 2020.</p>			
<b>Is external consultation required</b>	Yes			

<p><b>What are the risks associated with this change and how will they be mitigated</b></p>	<p>Services may have to be reintroduced if new statutory scholars start attending schools where the service has been removed. This would be mitigated by focusing on those route where there has been no statutory scholar for at least 2 years.</p>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>An equality analysis is required and will be informed by the results of the public consultation and provided to Cabinet along with the consultation report.</p>

**Reference – SC023**

<b>Service Name:</b>	Highways County Wide Services – Street Lighting – Part Night lighting			
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>	2020/21			
<b>Gross budget 2018/19</b>	£4.704m			
<b>Income 2018/19</b>	£0.000m			
<b>Net budget 2018/19</b>	£4.704m			
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	-0.037	0.000	0.000	-0.037
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	Introduce part night lighting on 18,000 street lighting units in residential streets during the LED lamp replacement programme.			
<b>Impact upon service, other LCC services, service users and external partners</b>	<p>There would be no installation cost for this as it could be done under the approved Salix funded LED replacement scheme</p> <p>The energy savings are based on lighting units being switched off between midnight and 5 am.</p>			
<b>Actions needed to deliver the service change</b>	Take the opportunity that the replacement programme provides to fit control units configured for part night lighting. It is not otherwise cost effective.			
<b>Is external consultation required</b>	Yes			
<b>What are the risks associated with this change and how will they be mitigated</b>	There are around 100,000 lighting units in residential streets so most of the network would remain unaffected by this proposal. It is likely that the proposal will be seen as inequitable in this regard. This could be mitigated cost effectively over the ten year maintenance cycle during which all lighting columns will be visited. Control units configured for part night lighting could be installed in all such units achieving further energy savings.			

	<p>There is a risk of public dissatisfaction with revised lighting levels and an increase in complaints.</p> <p>Not all locations may be suitable for part night lighting potentially leading to complaints of inequity.</p>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>An equality analysis is required and will be informed by the results of the public consultation and provided to Cabinet along with the consultation report.</p>



**Reference – SC119**

<b>Service Name:</b>		Special Educational Needs and Disability Service (SEND) – Lancashire Breaktime		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£1.040m		
<b>Income 2018/19</b>		£0.000m		
<b>Net budget 2018/19</b>		£1.040m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-1.040	0.000	0.000	0.000	-1.040
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>		Agree to remove the budget for provision of the Lancashire Breaktime Service.		
<b>Impact upon service, other LCC services, service users and external partners</b>		<ul style="list-style-type: none"> <li>• Parent/carers receiving a short-break through Lancashire Breaktime may no longer be able to receive this break. Children/young people who are involved in a positive group activity from Lancashire Breaktime whilst parent/carers receive a short-break may no longer be able to access this service. Parent/carers may therefore request a statutory assessment under Section 17, Children Act 1989 to receive this support through a Child's Plan, requiring the case to be assessed by statutory social work teams. Following assessment, the needs of some children and young people and their parents/carers may be required to be met through an assessed package of support (for example, commissioned services, Direct Payments). This may require a Child in Need Plan, an allocated worker and ongoing involvement (e.g. reviews, visits).</li> <li>• Lancashire Breaktime offers group activities which currently are difficult to provide through assessed packages of support (e.g. Direct Payments packages of support). There may be reduced opportunities for children/young people to access provision appropriate for their needs.</li> </ul>		

	<ul style="list-style-type: none"> <li>• A reduction in Lancashire Breaktime would reduce the resources available to education providers, health services and early help services to signpost parent/carers to for support.</li> <li>• There is a potential impact on Lancashire Breaktime commissioned providers. The proposal may result in staffing reductions or a reduction of hours.</li> </ul>
<b>Actions needed to deliver the service change</b>	<p>Development and communication of information to parents and carers about provision that may be accessed by children and young people without an assessed need.</p> <p>Consultation with parents, carers and young people.</p> <p>Development of final proposals for decision.</p>
<b>Is external consultation required</b>	<p>Yes</p>
<b>What are the risks associated with this change and how will they be mitigated</b>	<ul style="list-style-type: none"> <li>• Capacity of statutory services to undertake any requests for assessment which result as a reduction of Lancashire Breaktime provision. There is some mitigation as caseloads in Children's Social Care are considered manageable currently. Once assessments are completed, cases could be held by Family Support Workers. The numbers of children and young people requiring assessment and subsequently receiving assessed packages of support would be monitored and consideration given to the impact of this on the service capacity.</li> <li>• Financial impact – Possible increase in Section 17 budget spend. The cost would be informed by assessment and we would monitor the numbers of these from families who previously received Lancashire Breaktime.</li> <li>• Local Area SEND Inspection impact – Parent/carer dissatisfaction and potential negative inspection view. We will consult with parents, carers and young people and communicate the proposed change and reasons for this. There will be some mitigation through the development of clear information to parents and carers, through the Lancashire Local Offer, of potential alternative provision that may be accessed by children and young people without an assessed need.</li> <li>• Reputational risk – Parental representation regarding the reduction of Lancashire Breaktime on social media and through complaint as well as potential risk of escalation to national support organisations. We will consult with parents, carers and young people and communicate the proposed change and reasons for this.</li> <li>• More broadly, we will build on the improvements and investments made in SEND services since the</li> </ul>

	inspection to ensure that children and young people with SEND are able to access support appropriate to their needs
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	An equality analysis is required and will be informed by the results of the public consultation and provided to Cabinet along with the consultation report.

**Reference – SC400**

<b>Service Name:</b>		Estates – Traveller Sites		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20 to undertake consultation, to consider the options, make a recommendation, and action the final decision.		
<b>Gross budget 2018/19</b>		£0.131m		
<b>Income 2018/19</b>		£0.000m		
<b>Net budget 2018/19</b>		£0.131m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	-0.131	0.000	0.000	-0.131m
<b>(This does not include any potential future capital expenditure)</b>				
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	<p>Lancashire County Council set a budget of £0.131m each year to maintain three traveller sites across the County. As there is no statutory requirement to retain these sites this has been identified as a potential saving.</p> <p>To deliver this saving a decision is required to begin a consultation exercise with the proposal to declare the three LCC owned traveller sites surplus to LCC needs.</p> <p>A further decision will follow the consultation process and seeking interested parties views for consideration. This will make recommendations on how the savings could be achieved and could result in a decision such as to retain or put the sites up for sale. It should be noted that an option to sell could contain the condition that the sites are to be retained as traveller sites.</p>			
<b>Impact upon service, other LCC services, service users and external partners</b>	<p>Impact on Service Users (occupiers of the sites) District Councils (including staff on site) who manage the running of the sites Other agencies</p>			

<p><b>Actions needed to deliver the service change</b></p>	<p>An initial decision, to undertake a consultation with the proposal to declare the sites surplus to LCC needs.</p> <p>Undertake a consultation exercise to determine options and views.</p> <p>To Review the findings, and options, and make a recommendation on option/s to achieve the savings.</p> <p>A final decision on preferred option, will be required</p> <p>Implement decision.</p>
<p><b>Is external consultation required</b></p>	<p>Yes</p>
<p><b>What are the risks associated with this change and how will they be mitigated</b></p>	<p>The decision to undertake this consultation, will start the process.</p> <p>Options available are to be identified following consultation, but could include sale.</p> <p>Potential legal challenges.</p> <p>Community relations</p>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>An equality analysis is required and will be informed by the results of the public consultation and provided to Cabinet along with the consultation report.</p>

**Reference – SC514**

<b>Service Name:</b>		Older People Care Services – Day Services		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£2.145m		
<b>Income 2018/19</b>		£2.577m		
<b>Net budget 2018/19</b>		£0.432m		
<i>*This budget represents the day service of older people in-house service only</i>				
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.040	-0.039	0.000	0.000	-0.079
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	To equalise the charges levied on individuals for attending the county council's own older people's day services (and associated transport costs) so that self-funders pay the same rate that statutory agencies pay for the places they commission.			
<b>Impact upon service, other LCC services, service users and external partners</b>	<p>Charges to self-funders will increase by 15% which is a significant above inflation increase.</p> <p>Approximately 300 older people who self-fund use the services in any given quarter.</p> <p>This will increase the income for the service and better reflect the true cost of running day services.</p> <p>Some changes to internal finance systems may be needed.</p> <p>Communications with those likely to be affected will need to be clear and timely.</p>			
<b>Actions needed to deliver the service change</b>	This will need consultation and communication with all affected people who currently use the service or are considering doing so before April 2019 so they can			

	<p>express their views and make alternative arrangements if they so wish.</p> <p>System changes.</p> <p>New marketing materials to be developed.</p> <p>Reassessments may be needed for anyone deciding they no longer wish to use the day service due to increased costs.</p>
<b>Is external consultation required</b>	Yes
<b>What are the risks associated with this change and how will they be mitigated</b>	<p>Lancashire County Council's own day services operate in a competitive market and so older people and families may choose to go elsewhere if they prefer services in the independent sector which may reduce income.</p> <p>Reassessments may be needed for anyone deciding they no longer wish to use the day service due to increased costs.</p> <p>If consultation raises significant concerns about the impact of the increase in rates there would be the alternative of phasing in the increase for existing service users over a two or three year period. However older people using the day services for the first time from April 2019 could still be charged the new rate</p>
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	An equality analysis is required and will be informed by the results of the public consultation and provided to Cabinet along with the consultation report.

**Reference – SC608**

<b>Service Name:</b>		Welfare Rights Service		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£0.670m		
<b>Income 2018/19</b>		£0.000m		
<b>Net budget 2018/19</b>		£0.670m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	-0.380	0.000	0.000	-0.380
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	-12.20	0.00	0.00	-12.20
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	Agree to limit the provision of welfare benefit advice and guidance to complex cases only			
<b>Impact upon service, other LCC services, service users and external partners</b>	<p>The likely impact:</p> <ul style="list-style-type: none"> <li>• The Welfare Rights Service will have a reduced capacity to address the lower level benefit enquiries from citizens, partners and other LCC services and will not be able to support as many vulnerable people, at a time when we expect that the need for that support may grow.</li> <li>• There could be an escalation of level of need which may increase pressure on other public and LCC services</li> <li>• There may be increased demand for advice and support from the voluntary, community and faith sector which, in turn, may not have the volunteer skills or capacity to cope.</li> <li>• There will be a reduction in the Welfare Rights Service team (potentially 10.5 fte posts) and there will be an impact on the LCC Customer Access Service (1.7fte posts) as a result of reducing the telephony support provided for the Welfare Rights Service.</li> <li>• The costs of unclaimed welfare benefit used to support care packages may need to be picked up</li> </ul>			



	<p>by LCC and could lead to increased costs and demand on statutory services.</p> <ul style="list-style-type: none"> <li>• Lancashire economy – potential reduced benefit income and spend in local economy</li> </ul>
<b>Actions needed to deliver the service change</b>	<ul style="list-style-type: none"> <li>• Develop and undertake consultation</li> <li>• Manage the transition and staff reduction</li> <li>• Prepare other services (internal and external to LCC) for the implementation of the change</li> <li>• Manage communications / reputation</li> </ul>
<b>Is external consultation required</b>	Yes

**What are the risks associated with this change and how will they be mitigated**

<b>Risks</b>	<b>Mitigation</b>
<p>There is a risk that vulnerable citizens will have to wait for the service or not challenge or succeed in their challenge to receive their correct welfare rights entitlements.</p> <p>Reduced capacity to provide generic welfare benefits advice and represent cases at tribunals.</p>	<p>Remaining capacity deployed to target a proportion of the most complex cases through tribunal support and representation, working in conjunction with external services such as Citizen Advice Bureaux, at a neighbourhood level; and also align more closely with similar internal LCC services.</p>
<p>There is a risk that vulnerable citizens may not have the competency or digital accessibility and technology to be able to challenge their welfare rights application or entitlement concerns without support.</p>	<p>Mitigation has yet to be fully understood and developed.</p>
<p>Reducing capacity and technical support in relation to financial assessment (Adult social care) and special guardianship orders (Children's social care), at a time when complexity is increasing e.g. in relation to Universal Credit.</p>	<p>Review skills and capacity to deliver technical support across a number of similar services within LCC.</p>
<p>As Customer Access capacity for telephony support reduces, customers find access points to other LCC services to require this information.</p>	<p>Fully developed project plan to implement changes with customers effectively and consistently signposted to alternative services, including signposting to online guidance.</p>
<p>Increased demand on LCC – Adult / Children's Social Care and on health services more generally.</p>	<p>Explore potential for working in neighbourhoods to develop community connectors and social prescribing with partners.</p>

<p>Inequalities in how long people live and poor health will increase, especially for those from more deprived communities.</p>	<p>Utilise the remaining Citizen's Advice Bureaux (volunteers) / VCFS / district council / online benefits advice offer.</p>
<p>Savings not delivered as profiled – lack of service capacity to meet multiple consultation, analysis and Cabinet meeting timelines.</p>	<p>Utilise corporate capacity for legal, consultation and equality audit support.</p>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>An equality analysis is required and will be informed by the results of the public consultation and provided to Cabinet along with the consultation report.</p>

**Reference – SC609**

<b>Service Name:</b>		Health Improvement Services		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£20.300m		
<b>Income 2018/19</b>		£0.000m		
<b>Net budget 2018/19</b>		£20.300m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.337	-1.838	0.000	0.000	-2.175
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.500	0.000	0.000	0.000	0.500
<b>Decisions needed to deliver the budgeted savings</b>	<p>Cabinet to approve consultation on service remodelling (drug, alcohol, tobacco and healthy weight services) and reduced service offer.</p> <p>Approve additional investment of £0.500m to undertake work in relation to the service redesign.</p> <p>Reducing the funding resource whilst simultaneously making them more efficient through redesigning the service</p>			
<b>Impact upon service, other LCC services, service users and external partners</b>	<p>The likely impact of service remodelling:</p> <ul style="list-style-type: none"> <li>• Service users will have a reduced access to drug and alcohol rehabilitation services (estimated 100 less placements per year);</li> <li>• Community substance misuse services likely to see an increased demand and burden on their service</li> <li>• Service Users – the priority focus will be on the most vulnerable people, for example those with learning disabilities and mental ill health, will mean some people will find it more difficult to access and may have to wait longer to receive the services</li> <li>• Service users may be less likely to successfully complete treatment and more likely to re-present</li> </ul>			

	<ul style="list-style-type: none"> <li>• The reduced offer for smoking cessation services may result in an increase in smoking rates and demand for clinical services.</li> <li>• People will no longer be able to directly access healthy weight services to address their obesity and physical activity needs to improve their health.</li> <li>• May increase demand on social care, criminal justice, NHS services and Voluntary, Community and Faith Sector services.</li> <li>• Renegotiation of existing provision will have an impact on those who currently provide the services and those people who work for them.</li> </ul>
<b>Actions needed to deliver the service change</b>	<ul style="list-style-type: none"> <li>• Develop approach to service remodelling and engage with potential bidders / providers</li> <li>• Develop consultation approach</li> <li>• Confirm relevant policy changes, procurement options and service model</li> <li>• Notify providers of decision (potential for service of notice / service decommissioning / service commissioning and contract variation)</li> <li>• Manage communications / reputation</li> </ul>
<b>Is external consultation required</b>	Yes
<b>What are the risks associated with this change and how will they be mitigated</b>	
<b>Risks</b>	<b>Mitigation</b>
Reduced access to drug / alcohol / tobacco support services to manage / improve health outcomes associated with addiction	<p>Repurpose some of remaining budget provision to:</p> <ul style="list-style-type: none"> <li>• Enable community substance misuse treatment services and recovery support to provide a clear pathway to sustained recovery led by lived experience;</li> <li>• Enable better use of current physical, environmental and partner assets to increase physical activity;</li> <li>• Maximise the potential of digital technology to support healthy lifestyles</li> </ul> <p>Utilise the voluntary, community and faith sector offer along with better alignment with Lancashire Adult Learning and services offered via our libraries that relate to prescribing social activities</p>

Cease access to targeted healthy weight / physical activity support to manage / improve health outcomes associated with inactivity / overweight	Explore potential for neighbourhood working for community connectors, social prescribing with partners
Inequalities in how long people live and poor health will increase, especially for those from more deprived communities.	
Potential increased demand on Children's and Adult Social Care and on health services more generally	
Savings not delivered as profiled – lack of service capacity to meet multiple consultation. analysis and Cabinet meeting timelines	Utilise corporate capacity for legal, procurement, consultation and equality assessment support
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	An equality analysis is required and will be informed by the results of the public consultation and provided to Cabinet along with the consultation report.

**Reference – SC610**

<b>Service Name:</b>		Lancashire Wellbeing Service (LWS)		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£2.660m		
<b>Income 2018/19</b>		£0.000m		
<b>Net budget 2018/19</b>		£2.660m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.503	-1.507	0.000	0.000	-2.010
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	Approve the cessation of the Lancashire Wellbeing Service.			
<b>Impact upon service, other LCC services, service users and external partners</b>	<p>The likely impact of service cessation:</p> <ul style="list-style-type: none"> <li>• Possible increased demand on statutory adult social care (which has been accounted for within the saving value)</li> <li>• Service users – Although the original contract required 20,000 individuals to be supported, approx. 11,000 service users per year access the service for a range of support interventions and or onward referral.</li> <li>• Health services / primary care – Increased demand on clinical services if non-medical support is withdrawn from the system, and need escalates.</li> <li>• Potential increased demand on voluntary community and faith sector</li> </ul>			
<b>Actions needed to deliver the service change</b>	<ul style="list-style-type: none"> <li>• Develop consultation approach</li> <li>• Notify provider of decision (potential for service of notice / service decommissioning)</li> <li>• Manage communications / reputation</li> <li>• Neighbourhood working for community connectors, social prescribing with partners</li> </ul>			
<b>Is external consultation required</b>	Yes			

**What are the risks associated with this change and how will they be mitigated**

<b>Risks</b>	<b>Mitigation</b>
Impact on vulnerable citizens in terms of social isolation, debt, low level mental and physical health	Utilise the wider Voluntary Community and Faith Sector (VCFS) offer - Neighbourhood working for community connectors, social prescribing with partners
Further erosion of VCFS offer in Lancashire	
Increased demand on Adult Social Care and on health services more generally and on Adult Social Care and on health services more generally	Clinical Commissioning Group (CCG) investment in similar services in parts of county (Fylde and East Lancashire)
Inequalities in how long people live and poor health will increase, especially for those from more deprived communities.	Current mental health services and primary care provision
Savings not delivered as profiled – lack of service capacity to meet multiple consultation, analysis and Cabinet meeting timelines	Utilise corporate capacity for legal, procurement, consultation and equality audit support
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	An equality analysis is required and will be informed by the results of the public consultation and provided to Cabinet along with the consultation report.

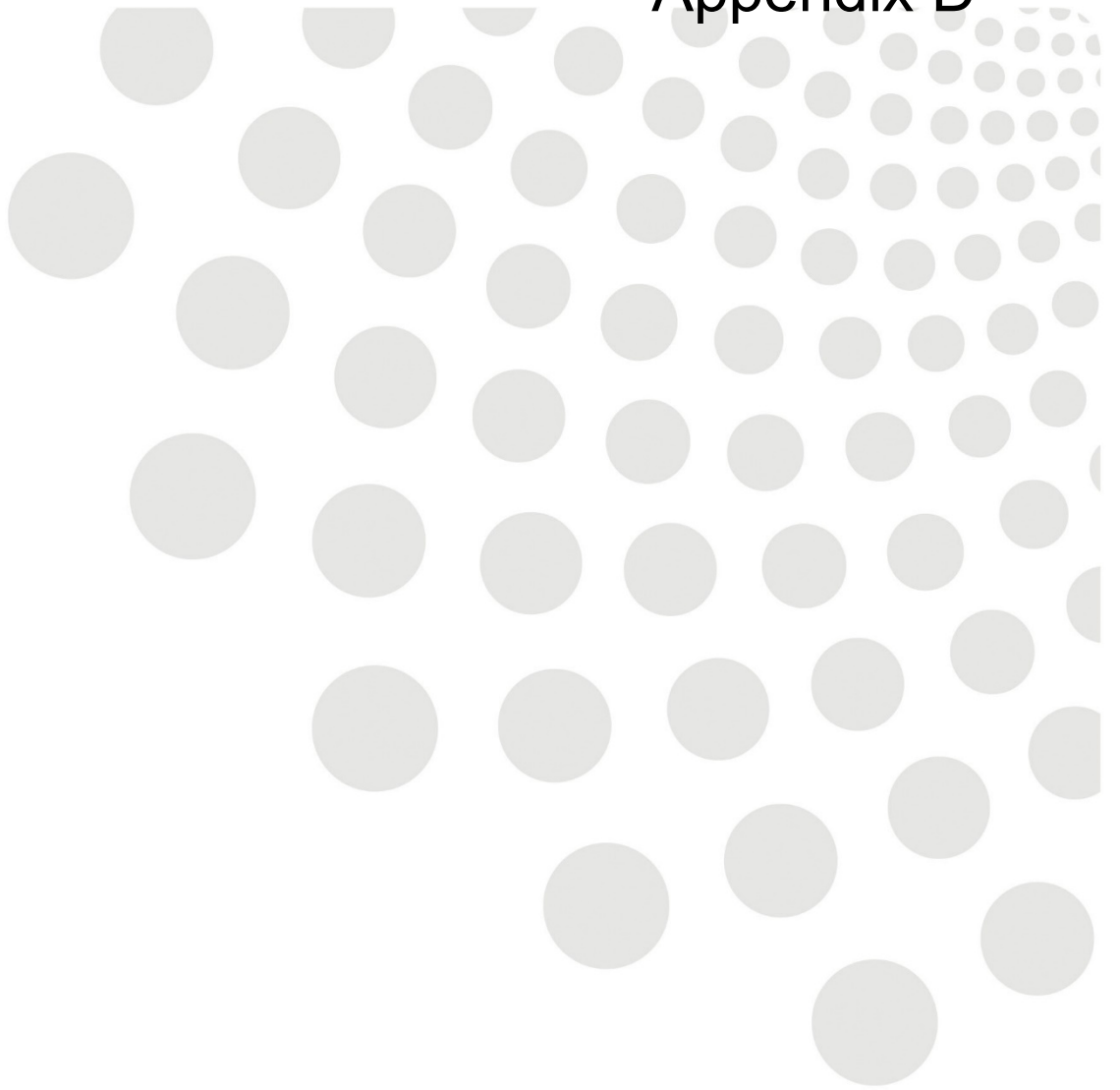
**Reference – SC611**

<b>Service Name:</b>		Home Improvement Services		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£0.880m		
<b>Income 2018/19</b>		£0.000m		
<b>Net budget 2018/19</b>		£0.880m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.220	-0.660	0.000	0.000	-0.880
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	Approve the cessation of the Integrated Home Improvement Service Contracts held by the authority.			
<b>Impact upon service, other LCC services, service users and external partners</b>	<p>The likely impact of service cessation:</p> <ul style="list-style-type: none"> <li>• Service users (predominantly people with long term conditions and people with disabilities) may not have access to other support to assist with and oversee maintenance, repair and improvement of their properties, housing options advice, income maximisation or have access to a reliable handypersons service.</li> <li>• Capacity and viability of home improvement agencies for undertaking case finding of eligible and vulnerable residents, and trialling the delivery of trusted assessor programme may be compromised.</li> <li>• This service supports the delivery of non-medical support for falls prevention and minor adaptations to aid independent living. Cessation of service might lead to increased demand on health and social care services.</li> </ul>			
<b>Actions needed to deliver the service change</b>	<ul style="list-style-type: none"> <li>• Develop consultation approach</li> <li>• Notify providers of decision (potential for service of notice and service decommissioning / recommissioning with narrower scope in relation to minor adaptations)</li> </ul>			



	<ul style="list-style-type: none"> <li>• Manage communications / reputation</li> </ul>
<b>Is external consultation required</b>	Yes
<b>What are the risks associated with this change and how will they be mitigated</b>	
<b>Risks</b>	<b>Mitigation</b>
<p>Increased demand on Adult Social Care and on health services more generally, particularly in relation to falls in the home</p> <p>Inequalities in how long people live and poor health will increase, especially for those from more deprived communities.</p>	<p>Would need to remodel delivery of statutory minor adaptations by Adults Social Care</p> <p>Work with district councils to consider whether the core service could be funded through Disabled Facility Grant allocations (may vary by district). This grant is likely to increase following the recent budget statement by the chancellor.</p> <p>Consider retaining an element of core funding to facilitate delivery of statutory minor adaptations work</p>
Savings not delivered as profiled – lack of service capacity to meet multiple consultation, analysis and Cabinet meeting timelines	Utilise corporate capacity for legal, consultation and Equality audit support
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	An equality analysis is required and will be informed by the results of the public consultation and provided to Cabinet along with the consultation report.





## **Service Challenge Savings (Consultation not required)**

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**Reference – SC002**

<b>Service Name:</b>	Waste – Reduce non-recyclable waste disposal at HWRCs			
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>	2019/20			
<b>Gross budget 2018/19</b>	£8.064m			
<b>Income 2018/19</b>	£0.600m			
<b>Net budget 2018/19</b>	£7.464m			
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.250	0.000	0.000	0.000	-0.250
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	Agree measures to reduce non-recyclable waste disposal at Household Waste Recycling Centres.			
<b>Impact upon service, other LCC services, service users and external partners</b>	The saving will be delivered through changes in operations at Household Waste Recycling Centres (HWRCs) in order to ensure recyclable waste is prevented from being deposited in the non-recyclable waste containers. This change may be noticeable to service users as it will result in increased scrutiny and separation of the wastes being delivered. There is potential that on some occasions customers may encounter minor delays in depositing their rubbish. Facilities may appear more untidy at busy times as separated items are gathered prior to storage.			
<b>Actions needed to deliver the service change</b>	<p>Changes to operations at HWRCs to reduce open accessibility to non-recyclable containers for members of the public.</p> <p>Increased engagement between HWRC staff and customers and greater promotion of waste separation.</p> <p>Staff will be encouraged to actively open bags, boxes or other containers containing waste in order to retrieve recyclable materials.</p>			

	Operations will be planned on a site by site basis to take into account the general layout, size and usage of each facility.	
<b>Is external consultation required</b>	No	
<b>What are the risks associated with this change and how will they be mitigated</b>	<p>Reducing the amount of non-recyclable waste may not be achieved in sufficient quantities although analysis of materials deposited in non-recyclable containers indicate that the required levels can be achieved. Delivery of this saving will be difficult to measure as the amount of non-recyclable waste collected varies each year</p> <p>Some customers may perceive the active sorting of their rubbish as an invasion of privacy. In general it is anticipated that customers will be encouraged to separate wastes themselves but where they refuse to do so staff will be trained on recovery of recyclable materials in this event. Procedures will be put in place to allow the disposal of personal or sensitive items without intrusion.</p> <p>It should be noted that the outcome of the separate HWRC budget saving has the potential to impact delivery of this saving.</p>	
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required	

**Reference – SC012**

<b>Service Name:</b>	Integrated Transport Services - Provision of Bus Passes for Secondary Excluded, wherever possible			
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>	2019/20			
<b>Gross budget 2018/19</b>	£23.982m			
<b>Income 2018/19</b>	£2.658m			
<b>Net budget 2018/19</b>	£21.324m			
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	-0.400	0.000	0.000	-0.400
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	To cease the practice of procuring taxi transport as the first choice option for secondary excluded school pupils, and provide a bus pass in its place.			
<b>Impact upon service, other LCC services, service users and external partners</b>	The proposal will affect the excluded pupils who otherwise would have received taxi transport. They would instead be expected to travel by bus. This may impact upon attendance and punctuality. It may also impact upon the Pupil Referral Units with increased absenteeism and late arrivals. There may also be an impact on bus operators and other passengers on buses should an increase in anti-social behaviour occur.			
<b>Actions needed to deliver the service change</b>	Development of an assessment procedure to determine suitability to travel by bus or justification for taxi transport.  Engagement with Pupil Referral Units  Pupils/families/Head teachers informed of change.			
<b>Is external consultation required</b>	No			



<p><b>What are the risks associated with this change and how will they be mitigated</b></p>	<p>Risk that pupils are unable or unwilling to travel by bus and therefore do not attend thereby disrupting their education or disrupt schools because of late arrival and bus services because of poor behaviour. This can be mitigated through use of an assessment procedure.</p>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>Not required</p>

**Reference – SC013**

<b>Service Name:</b>	Bus Shelter Advertising			
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>	2019/20			
<b>Gross budget 2018/19</b>	£0.000m			
<b>Income 2018/19</b>	£0.000m			
<b>Net budget 2018/19</b>	£0.000m			
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.050	0.000	0.000	0.000	-0.050
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	To agree to sell advertising space on appropriate bus shelters and develop other opportunities at bus stations in conjunction with other county council advertising initiatives.			
<b>Impact upon service, other LCC services, service users and external partners</b>	Management and administration resources will be required to establish and maintain a client base.			
<b>Actions needed to deliver the service change</b>	Collaboration within the county council to develop a strategy and implementation plan for commercial advertising			
<b>Is external consultation required</b>	No			
<b>What are the risks associated with this change and how will they be mitigated</b>	There is a risk that demand for advertising will fluctuate.			
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required			

**Reference – SC029**

<b>Service Name:</b>		Highways – Gully Emptying		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2020/21		
<b>Gross budget 2018/19</b>		£1.547m		
<b>Income 2018/19</b>		£0.000m		
<b>Net budget 2018/19</b>		£1.547m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	-0.283	0.000	0.000	-0.283
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	3.00	0.00	0.00	3.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>		<p>To procure an external contract for routine and reactive gully cleansing.</p> <p>Approve the establishment and investment of 3.0 fte to support the implementation of this saving proposal. The saving of £0.283m is net of the additional investment required.</p>		
<b>Impact upon service, other LCC services, service users and external partners</b>		<p>The service delivers the programme of works through in house delivery with directly employed operatives and 12 county council owned vehicles. It is supplemented by contractors when required.</p> <p>The service routinely cleanses 105,000 gullies per year and undertakes reactive cleaning and jetting works all within a budget of £1.547m.</p> <p>The service experiences a high turnover of staff, recruitment has become more difficult leading to driver shortages and the consequent use of contractors who have their own vehicles which means that our vehicles under-utilised.</p> <p>County council vehicles are ageing and require increasing maintenance or replacement.</p>		

	It is proposed to employ a contractor to undertake routine gully cleansing works, with six vehicles being retained to support the in house delivery of reactive work. The proposals include the establishment of 3 posts to provide supervision of the contract.
<b>Actions needed to deliver the service change</b>	Through a competitive tendering process, establish a framework contract for the delivery of routine gully cleansing.
<b>Is external consultation required</b>	No
<b>What are the risks associated with this change and how will they be mitigated</b>	<p>There is no proposed change to current service levels.</p> <p>Contractor performance will be monitored to ensure service standards are met.</p> <p>The contractor will be required to provide records in a format consistent with the county council's asset management system</p>
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required

## Reference – SC034

<b>Service Name:</b>	Highways Network Regulation (Parking – On street pay and display)			
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>	2019/20			
<b>Gross budget 2018/19</b>	£2.105m			
<b>Income 2018/19</b>	£2.675m			
<b>Net budget 2018/19</b>	-£0.570m			
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	-0.100	-0.085	0.000	-0.185
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.114	0.098	0.000	0.000	0.212
<b>Decisions needed to deliver the budgeted savings</b>	Increase the number of on street pay and display machines and chargeable parking spaces.			
<b>Impact upon service, other LCC services, service users and external partners</b>	Currently there is charging for parking on street in Lancaster and Preston only, which is confined to a relatively small number of streets in the city centres. The proposal is to expand provision in the city centres and implement on street charging for parking into other towns and localities in Lancashire. It is also proposed to review the level of on street parking charges.			
<b>Actions needed to deliver the service change</b>	<p>Charging can help to manage the availability of kerbside parking space where there is a demand for it. Initial areas for consideration in addition to Lancaster and Preston comprise Burnley, Lytham, Ormskirk, Clitheroe, Whalley, Carnforth, Colne, Padiham, Nelson, Chorley, Cleveleys, Poulton and Great Harwood. It is estimated that the number of pay and display ticket machines would increase from 27 to 80 and the number of chargeable parking spaces would increase from approximately 190 to approximately 560.</p> <p>The introduction of on street parking charges would require the promotion of a traffic regulation order which is</p>			

	subject to statutory public consultation and the consideration of any consequent objections.	
<b>Is external consultation required</b>	No	
<b>What are the risks associated with this change and how will they be mitigated</b>	<p>Objection to the introduction of the on street charging is highly likely.</p> <p>The introduction of charges may lead to the migration of parking into adjacent streets which could be mitigated through the promotion of traffic regulations.</p>	
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Yes - completed	

**Reference – SC035**

<b>Service Name:</b>		Highway Regulation (Bus Lane Enforcement)		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£2.105m		
<b>Income 2018/19</b>		£2.675m		
<b>Net budget 2018/19</b>		-£0.570m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-1.500*	-0.458	0.000	0.000	-1.958
<i>*Includes £1m for sites that are currently subject to camera enforcement</i>				
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
3.00	0.00	0.00	0.00	3.0
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.150	0.000	0.000	0.000	0.150
<b>Decisions needed to deliver the budgeted savings</b>	Approval to expand the use of camera enforcement to promote compliance with bus lane restrictions in Lancashire.			
<b>Impact upon service, other LCC services, service users and external partners</b>	Bus lanes have been introduced across Lancashire in order to promote the use of public transport through improving journey times and service reliability. Camera enforcement provides an effective means of securing compliance with bus lane restrictions, protecting the investment that has been made in them. 10 sites at which bus lanes exist or are approved for introduction have been identified for camera enforcement - Greyhound Bridge (2 sites), Morecambe Road (2 sites) and Parliament Street in Lancaster; Tithebarn Street, Fishergate/Cheapside and Fishergate Hill in Preston; and Whitebirk link and Accrington Town Centre in Hyndburn. .			
<b>Actions needed to deliver the service change</b>	<p>The introduction of bus lane enforcement cameras would require a review of signing and road marking requirements and the promotion of traffic regulation orders, which require statutory public consultation and the consideration of objections.</p> <p>Procurement and installation of cameras. Recruitment of staff to manage administrative processes.</p>			

<b>Is external consultation required</b>	No
<b>What are the risks associated with this change and how will they be mitigated</b>	Objection to the introduction of bus lane camera enforcement is highly likely.
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required



**Reference – SC048**

<b>Service Name:</b>	Highways Regulation (Street Works Permit Fees)			
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>	2019/20			
<b>Gross budget 2018/19</b>	£1.438m			
<b>Income 2018/19</b>	£3.242m			
<b>Net budget 2018/19</b>	-£1.804m			
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.380*	0.000	0.000	0.000	-0.380
<i>*Includes £0.300m for income already being recovered</i>				
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	To increase the fees associated with the Lancashire Permit Scheme for Street Works.			
<b>Impact upon service, other LCC services, service users and external partners</b>	The permit scheme fees have been reviewed as part of the 3 year statutory review period. This review has indicated that an increase could be applied to the fees. All the fees associated with the Lancashire Permit Scheme would still be below the maximum statutory level. An increase in the fees will mean higher charges to the utility companies which may be passed on to utility company customers.			
<b>Actions needed to deliver the service change</b>	2 month consultation with utility companies and the Department for Transport and the subsequent consideration of any objections.  Consultation required with utility companies and the Department for Transport.			
<b>Is external consultation required</b>	No			

<b>What are the risks associated with this change and how will they be mitigated</b>	There is a risk of objections from utility companies which would be mitigated by the analysis of income and expenditure in the detailed review that has taken place.	
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required	

**Reference – SC060**

<b>Service Name:</b>		Core Business Systems - Digital Contact by Consent		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£4.097m		
<b>Income 2018/19</b>		£0.302m		
<b>Net budget 2018/19</b>		£3.795m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	-0.021	-0.019	-0.017	-0.057
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	<p>This would involve gaining customer consent to being contacted electronically and not via 'hard copy' mail. Once consent is given all correspondence will be via electronic/digital means.</p> <p>Cabinet decision to accept Digital Contact by Consent (links to development and adoption of Digital First Strategy).</p>			
<b>Impact upon service, other LCC services, service users and external partners</b>	<p>This is a complex piece of work with multiple stakeholders and customers. However, it has the potential to generate significant savings year on year if executed correctly.</p> <ul style="list-style-type: none"> <li>• The approach will impact upon all services users accessing LCC services, with varying digital skill levels and varying access to digital mediums</li> <li>• Requirement for involvement of all services that communicate with services users via hard copy mail/letters as processes would need to be consistent across the organisation, that is to say, digital first.</li> <li>• Customer Access and Communications will be key in the management of messages surrounding this change of approach.</li> <li>• BTLS ICT technical advice required on the implementation of digital consent and development of</li> </ul>			

	<p>processes and system integration to ensure we capture a services users consent (or refusal) and ensure this follows them on their user journey throughout the organisation.</p> <ul style="list-style-type: none"> <li>• Longer term investment in the wider development of digital skills within the organisation and the wider community to support service users with the transition. This will link to the delivery of a Digital First Strategy and have implications for a range of services including Skills, Learning &amp; Development and Economic Development as well as external groups and partner organisations.</li> </ul>
<p><b>Actions needed to deliver the service change</b></p>	<ul style="list-style-type: none"> <li>• Adoption of the Digital First Strategy</li> <li>• A robust, integrated, technical infrastructure will need to be in place in order to capture consent and facilitate its movement throughout a service user journey when accessing multiple services.</li> <li>• Consistent support and adoption of the principle of digital consent across the organisation.</li> <li>• This would need to be managed as a distinct programme of work with underpinning work streams, representatives and leads from all areas of the organisation would be needed in order to understand all aspects of a service users' journey and how moving to digital would impact them</li> <li>• Working groups established with service users to fully understand how we can work together to put them at the heart of the digital journey.</li> <li>• An effective communications campaign to communicate the coming changes to service users</li> <li>• Investment may be required to support the delivery of Digital Contact by Consent.</li> </ul>
<p><b>Is external consultation required</b></p>	<p>No</p>
<p><b>What are the risks associated with this change and how will they be mitigated</b></p>	<ul style="list-style-type: none"> <li>• Potential reputational risk. The organisation may be seen to be making it unnecessarily difficult for service users to interact with us.</li> </ul> <p>Mitigate the risk by ensuring that informed consent is given and not assumed or forced. As processes improve and customers become more familiar with effective digital first transactions this risk will diminish.</p> <ul style="list-style-type: none"> <li>• This is an innovative and new way of working with a significant risk that we are unable to adequately capture consent for digital contact in a consistent way. If this cannot be done effectively it will mean service users receive contact via a range of mediums, even if they have already consented to</li> </ul>

	<p>digital contact. This would have both reputational and financial implications.</p> <p>This risk will be mitigated through the establishment of a programme of work to establish the issues to be resolved and an effective development and implementation programme with a phased delivery. The management of communication and customer expectations will also be key.</p>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>Yes - completed</p>

**Reference – SC074**

<b>Service Name:</b>		Customer Access Service – LCC Customer Journey		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20 .		
<b>Gross budget 2018/19</b>		£5.339m		
<b>Income 2018/19</b>		£2.205m		
<b>Net budget 2018/19</b>		£3.134m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.040	-0.030	-0.030	-0.020	-0.120
<i>*Please note, further savings of £0.020m will be made in 2023/24</i>				
<b>FTE implications:</b>				
<b>Temporary:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
3.00	-3.00	0.00	0.00	0.00
<b>Recurrent:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
-1.70	-1.30	-1.20	-0.90	-5.10
<i>*Please note, further savings of 0.80 fte will be made in 2023/24</i>				
<b>Investment Required (Invest to Save):</b>				
<b>Temporary:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.120	0.000	0.000	0.000	0.120
<b>Decisions needed to deliver the budgeted savings</b>	<ol style="list-style-type: none"> <li>1. Adoption of Digital First Strategy and commitment to support a digital channel shift</li> <li>2. A decision is required to update the LCC Customer Journey, and to implement, prioritise and maintain digital contact options across all services (links to Digital Contact by Consent SC0 60).</li> <li>3. Approval of funding to recruit a dedicated Change Manager and technical support function within Customer Access to implement necessary changes to support digital channel shift.</li> <li>4. A commitment to review, rationalise and reduce customer routes into the authority by delivering a single 'front door' provided by the Customer Access Service.</li> <li>5. A commitment to encourage and maximise self-service, manage the level of direct engagement with the customer and control quality.</li> </ol>			

	<p>6. A decision is required to bring responsibility for all customer interactive services to the Customer Access Service, including responsibility for on-line services, to allow better partnership working and improve the consistency and quality of the customer experience.</p>
<p><b>Impact upon service, other LCC services, service users and external partners</b></p>	<p>If this proposal is realised, there will be a change in the nature of enquiries Customer Access handle.</p> <ul style="list-style-type: none"> <li>• Customers seeking information will be enabled to access this directly online without needing to contact the authority through Customer Access or through other services.</li> <li>• Transactional interactions will have been moved online and automated maximising the opportunity for customers to self-serve 24/7.</li> <li>• Customer Access will focus on handling complex interactions that require specialist skills and can't be resolved through self-service or automated transactions. This may require fewer but longer interaction lengths.</li> <li>• Customer Access will work more closely with services across the organisation and with partners, developing stronger working relationships with all services with an aspect of customer interaction, delivering a consistent level of customer engagement</li> <li>• Through this, Customer Access will have full responsibility for the LCC customer journey and will realise improvements to reduce escalations and complaints through tracing the full journey to identify and correct errors.</li> <li>• The knowledge and data collected through this co-ordinated model of joint working between services and Customer Access will be capitalised on to enable the authority to better understand our customer and their experiences, to continually develop and improve the customer journey.</li> </ul> <p>In line with the new ways of working, LCC services will see changes in their customer interaction.</p> <ul style="list-style-type: none"> <li>• The bulk of information-seeking and transactional enquiries will be online, and services will see less of the trickle-through enquiries.</li> <li>• No services outside Customer Access will handle any first point of contact (FPOC) customer interactions.</li> </ul>

	<ul style="list-style-type: none"> <li>• Services will be responsible for keeping Customer Access updated on any changes to their service information so that the online information remains current.</li> <li>• Resource freed for other duties.</li> <li>• BTLS will be required to support all systems and tools required to support this new way of working.</li> </ul> <p>The customer will see an improvement in experience when interacting with LCC.</p> <ul style="list-style-type: none"> <li>• Information will be easily-available online at any time, increasing the convenience for customers by allowing them to interact with LCC services as they wish to fit around their other commitments.</li> <li>• Quick and easy to report things/apply for things/find updates on things online.</li> <li>• Can interact via new channels - social media and webchat.</li> <li>• Customer Access Service there for focussed help when needed - with shorter waiting times.</li> <li>• Customers have a better opinion of LCC.</li> </ul> <p>External partners will interact with LCC in a different way.</p> <ul style="list-style-type: none"> <li>• They will share information with us digitally.</li> <li>• They will support our channel shift and encourage customers to self-serve where appropriate.</li> </ul>
<p><b>Actions needed to deliver the service change</b></p>	<ol style="list-style-type: none"> <li>1. Finalisation and adoption of Digital First Strategy</li> <li>2. Thorough business analysis and data collection undertaken by Customer Access and any other services involved, including BTLS, to allow informed planning and delivery of the work required to implement the proposals.</li> <li>3. A SMART project plan for delivery should then be developed, using the information found in the business analysis work as a basis for timescales.</li> <li>4. Corporately, existing systems should be exploited to their full potential to support the LCC Customer Journey proposal, with planned programmes of work to digitise customer access to all services being prioritised and maximised to realise full potential.</li> </ol>



	<p>5. Particular consideration to be given to Genesys Phase 2, Report It, Apply for It, and the Social Care Portal which could be expanded to include customers, allow two-way information sharing, and other non-social care services?</p>
<p><b>Is external consultation required</b></p>	<p>No</p>
<p><b>What are the risks associated with this change and how will they be mitigated</b></p>	<p>RISK: Lack of appetite within the organisation for the adoption or implementation of a Digital First Strategy, reducing the ability to deliver a digital channel shift for the organisation and the customer</p> <p>MITIGATION: Effective engagement with Cabinet and Corporate Management Team to determine leadership objectives and priorities. Development of appropriate digital priorities linking with Corporate Plan (when available) supported by an effective communication plan.</p> <p>RISK: Transforming the LCC customer journey in line with a Digital First Strategy has a risk that required tools and systems will not be available when needed to realise savings.</p> <p>MITIGATION: Development of challenging but realistic project delivery plans which take full account of realistic technology delivery timescales and resource availability across all services involved.</p> <p>RISK: Transforming the LCC customer journey in line with a Digital First Strategy carries a risk of not truly achieving channel shift, instead moving customer contacts into services and shifting the cost elsewhere rather than realising any savings.</p> <p>MITIGATION: The shift should be done in a robust manner to ensure true customer channel shift, automating processes that are currently manual, using appropriate tools that integrate to back office systems and truly avoid human involvement in handling the incoming interaction. This will avoid moving customer enquiries around the organisation.</p> <p>RISK: There is a risk that customers will still be able to access existing contact details and use them to bypass the digital journey. This will affect potential to realise savings.</p> <p>MITIGATION: Work with LCC's partner organisations to ensure that they support the changes and update their information in line with ours. The older contact channels will have auto responses added to direct customers to correct channel to further enforce this.</p>

	<p>RISK: There is a risk that LCC staff will not want to support this new way of working when it does not directly affect their service or budget. This will affect the ability of the organisation to achieve customer channel shift and realise savings.</p> <p>MITIGATION: LCC CMT to affect organisational culture change by leading on the digital channel shift and promoting a Digital First Strategy, holding all services responsible for their role in this.</p> <p>RISK: Transforming the LCC customer journey in line with a Digital First Strategy risks having a high setup cost as there are large scale changes required.</p> <p>MITIGATION: This is unavoidable, and any changes would need to be supported by a clear business case outlining costs and benefits.</p> <p>RISK: Transforming the LCC customer journey in line with a Digital First Strategy without a maintenance strategy risks online information becoming out of date and generating additional contacts in the future.</p> <p>MITIGATION: Responsibility for maintaining the quality of on-line information will be owned by CAS, supported by Communications and individual services. The delivery plan should include resource provision for regularly revising and updating online information. This should be corporately supported with services responsible for providing CAS with up to date and accurate information.</p> <p>RISK: Putting information online and encouraging our customers to interact with us digitally carries information security risks.</p> <p>MITIGATION: CAS to work with Information Governance and consider the GDPR when designing the customer journey, working with services to complete Privacy Impact Assessments for each new element.</p>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>Not required</p>

**Reference – SC075**

<b>Service Name:</b>		Customer Access Service – Reduce Opening Hours		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£5.339m		
<b>Income 2018/19</b>		£2.205m		
<b>Net budget 2018/19</b>		£3.134m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.070	0.000	0.000	0.000	-0.070
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
-3.00	0.00	0.00	0.00	-3.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>		Cabinet approval to reduce the opening hours of the Customer Access Service to align with County Hall cover. Reducing from 8am – 6pm to 8am – 5pm.		
<b>Impact upon service, other LCC services, service users and external partners</b>		<ul style="list-style-type: none"> <li>• First Point Of Contact (FPOC) customer interactions will need to be handled in the new, reduced time period.</li> <li>• The offer to Schools HR (income generating) service would also reduce in line with this.</li> </ul> <p>The impact on customers:</p> <ul style="list-style-type: none"> <li>• Reduced operating hours for customer contacts through Customer Access. Currently receive limited number of calls (1.3% of all calls) between 5-6pm.</li> </ul> <p>The impact to external partners:</p> <ul style="list-style-type: none"> <li>• Reduced opening hours for external partner contacts through Customer Access</li> </ul>		
<b>Actions needed to deliver the service change</b>		<ol style="list-style-type: none"> <li>1. Corporate and Cabinet approval of reduced operating hours</li> <li>2. Business analyses process and development of implementation plan to ensure all issues are</li> </ol>		

	<p>addressed before change to new operating hours. This will include an effective communications plan and promotion of new hours.</p>	
<p><b>Is external consultation required</b></p>	<p>The offer to Schools for the (income generating) HR service would also need to reduce in line with this and therefore needs to be considered when the decision is made. Communication with Schools is required.</p>	
<p><b>What are the risks associated with this change and how will they be mitigated</b></p>	<p>RISK: Customers find a route into services when CAS not available. It is estimated that non-CAS interactions cost 1/3 more for the same function which would reduce the savings achieved.</p> <p>MITIGATION: This should be avoided by maximising the on-line offer (linking to SCO 74) and actively managing the customer away from direct contact with services.</p> <p>RISK: Customer confusion or misunderstanding of Customer Access availability leading to reputational risks.</p> <p>MITIGATION: Clear and effective communication plan for CAS operating hours, updating of all automated messages, and ensure correct information is provided by partner organisations.</p> <p>RISK: If CAS stop handling first point of contact interactions for a service, and this function instead becomes an online-only facility, then this offer needs to be fit for purpose to support true channel shift rather than generating additional contacts and customer dissatisfaction.</p> <p>MITIGATION: There should be a full project to plan and implement the changes to make sure this is completed properly.</p>	
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>Yes - completed</p>	

**Reference – SC078**

<b>Service Name:</b>		Customer Access Service – Stop Delivery of Highways Emails		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£5.339m		
<b>Income 2018/19</b>		£2.205m		
<b>Net budget 2018/19</b>		£3.134m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.040	0.000	0.000	0.000	-0.040
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
-1.90	0.00	0.00	0.00	-1.90
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>		<p>A decision is required that Customer Access will stop delivering email access for Highway enquiries, directing customers to Report It.</p> <p>Email interactions are particularly inefficient as they seldom provide adequate levels of information for action, and become 'conversations' rather than reports for action.</p>		
<b>Impact upon service, other LCC services, service users and external partners</b>		<p>Customer Access will:</p> <ul style="list-style-type: none"> <li>• See a reduction in the number and variety of email interactions and will actively direct customers to the on-line Report It facility.</li> <li>• Reduce number of FTEs due to reduced demand for email correspondence. This will be achieved through vacancy management in the first instance.</li> </ul> <p>The impact on LCC services.</p> <ul style="list-style-type: none"> <li>• Potential for email enquiries to find alternative routes in to the authority and reach Councillors and the Highway Service itself</li> <li>• Expectation that all interactions will be encouraged to take place on-line</li> </ul>		

	<ul style="list-style-type: none"> <li>• Collection of adequate and accurate information at first contact via Report It forms, ensuring appropriate remediation actions can be undertaken by the Highway Service quickly and effectively</li> </ul> <p>The impact on customers :</p> <ul style="list-style-type: none"> <li>• Customers affected are those who are already digitally enabled as they are making contact via email</li> <li>• The service will still be delivered by LCC as an online offering, the customer will be able to find information online, and will be required to interact with us online..</li> <li>• On-line reporting will ensure adequate information is provided by the customer at FPOC and avoid repeat contacts and prolonged interactions.</li> <li>• No anticipated impact on external partners</li> </ul>
<p><b>Actions needed to deliver the service change</b></p>	<ol style="list-style-type: none"> <li>1. Approval to stop dealing with Highway enquiries via email</li> <li>2. Thorough business analysis and data collection to allow informed planning and delivery of the work required to implement the proposals.</li> <li>3. A SMART project plan for delivery will be developed, using the information found in the business analysis work as a basis for timescales.</li> <li>4. Customers will be actively directed to the on-line Report It facility</li> </ol>
<p><b>Is external consultation required</b></p>	<p>No</p>
<p><b>What are the risks associated with this change and how will they be mitigated</b></p>	<p><b>RISK:</b> If CAS stop handling first point of contact for Highway email, there is a risk that these emails are redirected by customers to the Highways service, VIP mail or Councillors directly.</p> <p><b>MITIGATION:</b> This should be avoided and on-line options promoted by all parties within the authority.</p> <p><b>RISK:</b> If CAS stop handling first point of contact interactions for a service, and this function instead becomes an online-only facility, then this offer needs to be fit for purpose to support true channel shift rather than generating additional contacts and customer dissatisfaction.</p>

	<p><b>MITIGATION:</b> There should be a full project to plan and implement the changes to make sure this is completed properly.</p> <p><b>RISK:</b> That online options are not appropriate for all customers and some are unable to make reports.</p> <p><b>MITIGATION:</b> This proposal is specifically directed at customers already contacting the authority on-line (via email) and therefore it is anticipated that they will be able to use the Report it facility</p>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>Not required</p>

**Reference – SC103**

<b>Service Name:</b>		Lancashire Youth Offending Team (YOT)		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2020/21		
<b>Gross budget 2018/19</b>		£2.718m		
<b>Income 2018/19</b>		£1.851m		
<b>Net budget 2018/19</b>		£1.074m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	-0.500	0.000	0.000	-0.500
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00*	0.00	0.00	0.00
<i>*this will be determined once budgets are pooled and may result in a staff reduction across the pooled resource.</i>				
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	<p>Agree for discussions to take place with Chief Executives of Lancashire, Blackburn with Darwen and Blackpool Local Authorities and respective Youth Justice Management Boards to agree to combine local YOTs to form a Pan Lancashire YOT and achieve a saving of £0.500m for Lancashire County Council.</p> <p>Agree that a consultation with the National Youth Justice Board takes place as they are a key financial partner in YOT's.</p>			
<b>Impact upon service, other LCC services, service users and external partners</b>	<ul style="list-style-type: none"> <li>Youth Offending Team work to reduce first time entrants to the youth justice system (prevention and diversion), reduce offending behaviour and reduce the use of custody. YOT services will continue to be provided to service users as per national standard requirements for Youth Justice.</li> <li>Impact would be positive for improving efficiencies with partner agencies in YOTs who already provide a Pan Lancashire Service i.e. Lancashire Constabulary, National Probation Service, HM Courts, Victim Services and UCLan. There are already Pan Lancashire Service Level Arrangements in place for these services.</li> </ul>			



<p><b>Actions needed to deliver the service change</b></p>	<ul style="list-style-type: none"> <li>• Consult with Local Authorities and Youth Justice Management Board (YJMB) financial partners for agreement.</li> <li>• Consult with Chief Executives of Lancashire, Blackburn with Darwen and Blackpool Local Authorities for agreement.</li> <li>• Consult with YJMB in relation to budgets.</li> <li>• Review of YOTs caseloads and service provision.</li> <li>• Review Pan Lancs YOT staffing arrangements including managers with a view to making efficiencies.</li> <li>• Combine governance, financial and Human Resources arrangements - 1 Youth Justice Management Board instead of 3.</li> <li>• Develop service level agreement for Pan Lancashire YOT health services.</li> <li>• Develop Pan Lancashire working arrangements with Local Authorities Children's Services – e.g. Education, Children's Social Care, Children and Families Well Being Service and SEND.</li> <li>• Share resources e.g. programmes, interventions, reparation schemes, Junior Attendance Centres (including pooled budget from Youth Justice Board), unpaid work, Saturday Court cover, evening and weekend working with young people and families, volunteer's service.</li> <li>• Develop Pan Lancashire Performance Management Framework supported by one Business Intelligence Team.</li> <li>• Develop shared commissioning arrangements (currently separate arrangements for Appropriate Adults Service and Triage).</li> <li>• Consult HM Inspectorate of Probation in relation to arrangements for YOT Inspections.</li> <li>• Develop a single volunteer service.</li> </ul>
<p><b>Is external consultation required</b></p>	<p>No</p>
<p><b>What are the risks associated with this change and how will they be mitigated</b></p>	<ul style="list-style-type: none"> <li>• Although the benefits outweigh the risks, the Unitary Authorities and respective multi agency YJMB's may not agree with the proposal. This key risk will be mitigated through early dialogue with partners to establish the appetite for merger, including discussion relating to current vacancies and proposals to recruit to vacancies in Partner YOTs.</li> </ul>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>Not required</p>

**Reference – SC104**

<b>Service Name:</b>		Lancashire Youth Offending Team (YOT)		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£2.718m		
<b>Income 2018/19</b>		£1.851m		
<b>Net budget 2018/19</b>		£1.074m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.197	0.000	0.000	0.000	-0.197
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	Agree that the Youth Offending Team will complete assessments on behalf of Children's Social Care of young people who display sexually harmful behaviour. Currently these assessments are commissioned out.			
<b>Impact upon service, other LCC services, service users and external partners</b>	Impact will be limited to service users as Lancashire Youth Offending Team core staff currently have the experience in providing the assessments and interventions for young people over 10 years within the youth justice system.			
<b>Actions needed to deliver the service change</b>	<ul style="list-style-type: none"> <li>• Consultation is taking place with Children's Social Care representative on the Youth Justice Management Board to prepare for taking referrals to the Youth Offending Team prevention service.</li> <li>• Youth Offending Team and Children's Social Care staff who will provide the prevention of sexually harmful behaviour assessments and interventions will need training to work with younger aged children in this area – the costs to this training can be covered from the Youth Offending Team pooled budget.</li> <li>• Pan Lancashire joint working arrangements with the Police, Children's Social Care and Youth Offending Team in managing young people who sexually harm will need reviewing and revising.</li> </ul>			
<b>Is external consultation required</b>	No			

<b>What are the risks associated with this change and how will they be mitigated</b>	Some of the young people who have commissioned service may still require specialist services. Youth Offending Team can spot purchase specialist support to support this work at approx. £600 per child, this can be covered in the pooled budget.	
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required	

## Reference – SC109

<b>Service Name:</b>		Safeguarding, Inspection and Audit (Audit Team)		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£12.629m		
<b>Income 2018/19</b>		£0.568m		
<b>Net budget 2018/19</b>		£12.061m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.007	0.000	0.000	0.000	-0.007
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	Agree to stop external moderation of childrens social care case file audits.			
<b>Impact upon service, other LCC services, service users and external partners</b>	<p>Moderation would be completed in-house which would achieve a saving as above. The quality and confidence in our own auditing was a positive in the recent Ofsted inspection.</p> <p>However, if this option was implemented, we would then lack external scrutiny and the confidence this provides. In order to mitigate this risk an independent audit team will complete dip samples of monthly audits to ensure quality is at the required level.</p>			
<b>Actions needed to deliver the service change</b>	Successful recruitment to new audit posts that are part of the new structure already in place for the service. Without this additional capacity, we wouldn't be able to fulfil this saving. The required changes to the audit team are currently in the consultation phase with current staff.			
<b>Is external consultation required</b>	No			

<p><b>What are the risks associated with this change and how will they be mitigated</b></p>	<ul style="list-style-type: none"> <li>• A lack of external scrutiny, challenge and the confidence this provides.</li> <li>• This would be additional work for the audit team due to the associated work this generates. Additional work would impact on the capacity to deliver the audit team's work including potentially to children with protected characteristics (see Equality Impact Assessment). In order to mitigate this risk an independent audit team will complete dip samples of monthly audits to ensure quality is at the required level.</li> <li>• The audit team is small thus delivery of this proposal is vulnerable to unforeseen circumstances (e.g. inspection, absence, competing demands). In order to mitigate this risk close monitoring of the priorities of the team will take place.</li> </ul>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>Not required</p>

**Reference – SC112**

<b>Service Name:</b>		Review of the management structure across Children's Social Care		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£103.316m		
<b>Income 2018/19</b>		£2.010m		
<b>Net budget 2018/19</b>		£101.306m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.481	-0.481	0.000	0.000	<b>-0.962</b>
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
-20.00*	0.00	0.00	0.00	<b>-20.00</b>
<i>* Estimated – actual figure to be determined following review</i>				
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	<b>0.000</b>
<b>Decisions needed to deliver the budgeted savings</b>	Agreement to review the management structure across Children's Social Care (CSC), including CSC Localities, Fostering, Adoption, Residential and Youth Offending Team (FARY), Safeguarding, Inspection & Audit (SIA) and Special Educational Needs & Disability (SEND).			
<b>Impact upon service, other LCC services, service users and external partners</b>	<p>The review will consider management tiers, roles and responsibilities and management spans. The review will identify how structures can be streamlined to improve efficiency, whilst providing focused leadership at all levels.</p> <p>To manage the impact on the service appropriate supervision ratios will be maintained, with a continued focus on improving the quality of front-line practice.</p>			
<b>Actions needed to deliver the service change</b>	<ul style="list-style-type: none"> <li>• Full HR consultation process with staff.</li> <li>• Development of new structures.</li> <li>• Implementation of new structures.</li> </ul>			
<b>Is external consultation required</b>	No			
<b>What are the risks associated with this change and how will they be mitigated</b>	<ul style="list-style-type: none"> <li>• There is a risk of service disruption, loss of expertise and impact on staff morale. There is also a potential impact on the continuing improvement journey for Children's Services.</li> </ul>			

	<ul style="list-style-type: none"> <li>• To mitigate against these risks a joint review will be undertaken, considering the management arrangements across CSC and SEND, engaging managers in the process of change.</li> <li>• Vacancies as they arise will be covered by temporary staff.</li> </ul>
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required

**Reference – SC113**

<b>Service Name:</b>		Education and Children's Services Business Support		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£7.623m		
<b>Income 2018/19</b>		-£0.487m		
<b>Net budget 2018/19</b>		£7.136m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.410	-0.411	0.000	0.000	<b>-0.821</b>
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
-48.67	0.00	0.00	0.00	<b>-48.67</b>
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	<b>0.000</b>
<b>Decisions needed to deliver the budgeted savings</b>		Agree to redesign the business support service for Education and Children's Services.		
<b>Impact upon service, other LCC services, service users and external partners</b>		<p>The proposal is to redesign the business support service for Education and Children's Services. There are currently five separate business support functions supporting these services: School Improvement, Learning &amp; Skills, Special Educational Needs &amp; Disability (SEND), Fostering, Adoption, Residential &amp; Youth Offending, and Safeguarding, Inspection &amp; Audit.</p> <p>It is proposed that the new model operates on a 3 locality footprint with business support working across these services. The business support functions for School Improvement and Learning &amp; Skills will be brought together. It is also proposed to regrade some posts to ensure consistency of grades and responsibilities across the services. There will be a reduction of posts in the proposed structure as a result of streamlining the service. There is a potential impact on the service:</p> <ul style="list-style-type: none"> <li>• Potential reduction in the level of support provided to operational staff and managers. A more detailed review of the business support tasks undertaken will be required.</li> </ul>		



	<ul style="list-style-type: none"> <li>• Introduction of new ways of working and redesign of the service will impact on staff at all levels until these are fully embedded.</li> <li>• The establishment, disestablishment, regrading and/or relocation of posts required for this redesign to meet service requirements will impact on staff within the service.</li> </ul>
<b>Actions needed to deliver the service change</b>	<ul style="list-style-type: none"> <li>• Further detailed planning to confirm the structure, including the management arrangements and staff roles and responsibilities.</li> <li>• Further engagement with operational managers to ensure changes in practice meet service needs and that there is a commitment to the changes required, including new and more efficient ways of working.</li> <li>• Job evaluation of a significant number of posts is required as either new roles or proposed changes to existing roles and responsibilities.</li> <li>• Formal consultation with staff.</li> <li>• Support and advice from HR, Programme Office and finance colleagues.</li> <li>• Some of the proposals require IT enhancements to achieve efficiencies.</li> </ul>
<b>Is external consultation required</b>	No
<b>What are the risks associated with this change and how will they be mitigated</b>	<p>The following risks have been identified:</p> <ul style="list-style-type: none"> <li>• Potential impact on statutory service delivery following a reduction in business support resources. This could result in operational staff undertaking administrative tasks. Mitigation: review of business support tasks to prioritise the work of the service and close monitoring of workloads from implementation onwards.</li> <li>• Loss of expertise and knowledge and impact on staff retention if management of change is not well managed. Mitigation: regular communication with staff as part of the redesign and implementation process. Provision of a comprehensive induction, training and support package to encourage staff retention and professional development.</li> <li>• Delays in the introduction of the IT enhancements required as detailed above.</li> </ul>
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required

**Reference – SC122**

<b>Service Name:</b>	Lancashire Safeguarding Children's Board			
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>	2019/20			
<b>Gross budget 2018/19</b>	£12.629m			
<b>Income 2018/19</b>	£0.568m			
<b>Net budget 2018/19</b>	£12.061m			
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.038	0.000	0.000	0.000	-0.038
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	Review and reduce the contribution of LCC funding contribution to the Lancashire Safeguarding Children Board (LSCB).			
<b>Impact upon service, other LCC services, service users and external partners</b>	Changes in statutory guidance allow greater flexibility in how multi-agency safeguarding arrangements are configured. From September 2019, LSCBs will cease to exist, with the 3 statutory partners: local authority, police and health being responsible for the new arrangements. Discussions are taking place with Blackpool and Blackburn with Darwen regarding a pan Lancashire approach which will streamline Board structures and achieve financial savings.			
<b>Actions needed to deliver the service change</b>	Chief Officer agreement of the 3 statutory partners to progress a pan Lancashire approach in respect of future multi-agency safeguarding arrangements. Following this work will be required to implement the new structural arrangements.			
<b>Is external consultation required</b>	No			

<p><b>What are the risks associated with this change and how will they be mitigated</b></p>	<p>There are minimal risks as changes in statutory guidance mean that there is a statutory requirement to implement new multi-agency safeguarding arrangements. This therefore provides an opportunity to review our approach. However, the timescales are very tight in that the new arrangements must be in place by September 2019 and ideally in advance of this deadline. There are minimal risks in relation to the budget reduction of £38k, as these will be efficiencies that are generated from the new working arrangements.</p>	
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>Not required</p>	

**Reference – SC123**

<b>Service Name: CSC</b>		Demand Management Projects including an expansion of Family Group Conferencing		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2020/21		
<b>Gross budget 2018/19</b>		£103.316m		
<b>Income 2018/19</b>		£2.010m		
<b>Net budget 2018/19</b>		£101.306m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	-2.300	0.000	0.000	-2.300
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>Recurrent:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.420	0.000	0.000	0.420
<b>Decisions needed to deliver the budgeted savings</b>	<p>To agree to the development and delivery of a programme of targeted interventions for children and young people on the edge of care using approaches including Family Group Conferencing targeted on</p> <ul style="list-style-type: none"> <li>• Children In Need</li> <li>• Child Protection</li> <li>• Pre-Proceedings</li> </ul> <p>Agree to recurrent investment of £0.420m in order to support saving delivery. This is an estimate at this stage with the details of the investment to be developed as part of the implementation plan of the saving.</p>			
<b>Impact upon service, other LCC services, service users and external partners</b>	Safe reduction of numbers of looked after children and those subject to child protection plans and pre proceedings.			
<b>Actions needed to deliver the service change</b>	Analysis of "what works" evidence base to select range of interventions			

	<p>Establish delivery team to pilot approaches / extend existing targeted provision</p> <p>Develop pathways</p> <p>Commence interventions</p> <p>Ongoing review and alignment with Lifechances Programme. This is a programme that LCC has successfully secured funding for and will reduce the no of children looked after through a delivery model based on payment by results.</p>
<b>Is external consultation required</b>	No
<b>What are the risks associated with this change and how will they be mitigated</b>	<p>Risk that interventions will not achieve diversion from care. This will be mitigated through the use of interventions, including Family Group Conferencing, which have a strong evidence base and have been tested on a small scale within the Lancashire footprint before being adopted more widely.</p>
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required

**Reference – SC124**

<b>Service Name:</b>		Children's Social Care		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£103.316m		
<b>Income 2018/19</b>		£2.010m		
<b>Net budget 2018/19</b>		£101.306m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.137	-0.413	0.000	0.000	-0.550
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
-17.00*	0.000	0.000	0.000	-17.00
<i>* Estimated – actual figure to be determined following review</i>				
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>		Agreement to review Family Support Worker posts across Children's Social Care and the Child and Family Wellbeing Service and identify opportunities for rationalisation.		
<b>Impact upon service, other LCC services, service users and external partners</b>		A reduction in Family Support Workers, without mitigations that may be identified through the review, will reduce the level of support that the County Council is able to provide to vulnerable children and families.		
<b>Actions needed to deliver the service change</b>		<ul style="list-style-type: none"> <li>• Joint work between Children's Social Care and the Child and Family Wellbeing Service to determine the most appropriate use of Family Support Worker capacity to ensure that we continue to deliver an effective Early Help service which prevents the needs of children, young people and families escalating to the level of them needing more costly statutory social care intervention. Engagement with partners to explore their capacity to provide support in this area of work</li> <li>• Development of options and mitigations</li> <li>• Consultation with staff, service users and partners</li> <li>• Decision on future options</li> <li>• Work with the teams to prepare them for changes in expectations regarding their role</li> <li>• Development of new structures</li> <li>• Implementation of new structures</li> </ul>		

<b>Is external consultation required</b>	No	
<b>What are the risks associated with this change and how will they be mitigated</b>	<ul style="list-style-type: none"> <li>Without mitigation, there is a risk that fewer children and families will receive support or that the demands on social workers will increase. Mitigation will be through a joint review across the Child and Family Wellbeing Service and Children's Social Care to identify how collective capacity can be focussed most appropriately to improve outcomes for children, young people and their families.</li> </ul>	
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required	

**Reference – SC134**

<b>Service Name:</b>		Special Educational Needs and Disabilities - Independent Non Maintained Special Schools		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2020/2021		
<b>Gross budget 2018/19</b>		£23.159m		
<b>Income 2018/19</b>		£6.603m		
<b>Net budget 2018/19</b>		£16.556m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	-0.087	-0.063	0.000	-0.150
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.25	0.00	0.00	0.25
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	Agree to review the current arrangements for commissioning Independent Non-Maintained Special School places and to improve i contract management arrangements.			
<b>Impact upon service, other LCC services, service users and external partners</b>	<p>The review will provide an opportunity to ensure that the standard and quality of provision purchased by the County Council is maintained or improved. The review will also provide an opportunity to give longer term certainty to providers regarding the price that they can expect to receive, rather than negotiating price increases on a case by case basis each year.</p> <p>There will be no detrimental impact on children and young people.</p>			
<b>Actions needed to deliver the service change</b>	Review the current arrangements for commissioning of Independent Non-Maintained Special School places and strengthening capacity to undertake contract management.			
<b>Is external consultation required</b>	No			



<p><b>What are the risks associated with this change and how will they be mitigated</b></p>	<p>Current Placements may be high cost and may be of variable quality. The review is expected to enable the Council to gain greater assurance to ensure that Placements are of high quality, meet individual children's needs and provide best value through clear pricing arrangements.</p>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>Not required</p>

**Reference – SC136**

<b>Service Name:</b>		School Improvement		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2020/2021		
<b>Gross budget 2018/19</b>		£15.308m		
<b>Income 2018/19</b>		£2.622m High Needs £5.808m General fund		
<b>Net budget 2018/19</b>		£6.878m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	-0.450	0.000	0.000	-0.450
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	TBC	0.00	0.00	TBC
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	<p>Review use of education budget for Children Looked After and Care Leavers</p> <p>Reduce core team of advisers, following greater partnership development work with schools, academies and Teaching School Alliances.</p>			
<b>Impact upon service, other LCC services, service users and external partners</b>	<p>In 2017 there was a significant additional investment in the education budget for Children Looked After and Care Leavers. The budget has been wisely spent, presenting and an opportunity to review and reduce the budget to reflect existing levels of expenditure.</p> <p>Reducing the core team of advisers will rely on a willingness of senior leaders in schools to wish to undertake this role. There may be an impact on income generation (ie schools not buying support) if there is a reduction in the number of senior advisers and a possible impact on standards and provision in schools, if no school improvement is purchased.</p>			
<b>Actions needed to deliver the service change</b>	Review of education budgets for Children Looked After and Care Leavers			

	Restructure of remaining areas of school improvement including required consultation with staff and trade unions.	
<b>Is external consultation required</b>	No	
<b>What are the risks associated with this change and how will they be mitigated</b>	<p>Risks</p> <ul style="list-style-type: none"> <li>• The monitoring arrangements (performance, Head Teacher appointments etc) are dependent upon good relationships with a high level of buy back from schools which provides detailed information on school performance. If this were not sustained the offer would need to be revised.</li> <li>• A reduction in support for schools in disadvantaged areas, often those facing budgetary challenges, affects specific parts of Lancashire and particular communities disproportionately (eg Black and Minority Ethnic groups, Free School Meals pupils and their families)</li> </ul> <p>Mitigation:</p> <ul style="list-style-type: none"> <li>• We will develop the concept of partnership development work with school leaders (2019 – 2020) to pave the way for this move.</li> <li>• We will advertise and interview potential candidates (as is current practice), then ensure proper induction arrangements.</li> </ul>	
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required

**Reference – SC312**

<b>Service Name:</b>		Exchequer		
<b>Gross budget 2018/19</b>		£4.390m		
<b>Income 2018/19</b>		£1.944m		
<b>Net budget 2018/19</b>		£2.446m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-2.750	0.000	0.000	0.000	-2.750
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
6.00	0.00	0.00	0.00	6.00
<b>Investment Required (Invest to Save):</b>				
An investment in additional financial assessment staff will be needed on a recurrent basis to ensure adequately trained staff are available to ensure financial reassessments are undertaken on a regular basis.				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.250	0.000	0.000	0.000	0.250
<b>Decisions needed to deliver the budgeted savings</b>	Authorisation to recruit additional staff to undertake financial reassessments on a regular basis and ensure the county council recovers the appropriate contributions due under its charging policies.			
<b>Impact upon service, other LCC services, service users and external partners</b>	None.			
<b>Actions needed to deliver the service change</b>	Recruit additional financial assessment staff to deliver additional financial re-assessments and ensure appropriate charges are levied.			
<b>Is external consultation required</b>	No			
<b>What are the risks associated with this change and how will they be mitigated</b>	Financial assessment staff with the right skills cannot be recruited in the required timeframe.  Workloads will be managed within the team to maximise the number of reassessments that can be undertaken.			
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>			not required	
<a href="http://intranet.ad.lancscc.net/a-z/equality-analysis/">http://intranet.ad.lancscc.net/a-z/equality-analysis/</a>				

**Reference – SC316**

<b>Service Name:</b>	Corporate Finance			
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>	2019/20			
<b>Gross budget 2018/19</b>	£23.432m			
<b>Income 2018/19</b>	£0.000m			
<b>Net budget 2018/19</b>	£23.432m			
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-2.300	0.100	0.300	0.000	-1.900
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	<p>The forecast Minimum Revenue Provision (MRP) annual charge is determined by the cumulative borrowing used to finance the Capital Programme and the assumed asset life for the capital expenditure which has been financed by borrowing.</p> <p>The Capital Programme has been subject to a review which has involved the review of each asset type and has resulted in a re-phasing of the use of borrowing. A default estimated asset life of 25 years is currently used in the MRP forecasts to ensure any borrowing secured against an asset is written down over its expected life and in accordance with financial regulations. Estimates of asset lives will be determined for each asset class where possible, and these will be used in place of the default 25 years.</p>			
<b>Impact upon service, other LCC services, service users and external partners</b>	None			

<b>Actions needed to deliver the service change</b>	The change can be made within existing policies although for very long term assets professional certification will be required	
<b>Is external consultation required</b>	No	
<b>What are the risks associated with this change and how will they be mitigated</b>	<p>The Capital Programme consists of assets with varying lives which are not necessarily known when estimating the MRP.</p> <p>The external auditor will be kept informed of our decisions and provided with evidence of compliance with the required regulations. Professional certification of asset life estimates will be used where appropriate.</p>	
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b> <a href="http://intranet.ad.lancscc.net/a-z/equality-analysis/">http://intranet.ad.lancscc.net/a-z/equality-analysis/</a>	not required	

**Reference – SC317**

<b>Service Name:</b>	Corporate Finance			
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>	2019/20			
<b>Gross budget 2018/19</b>	£23.546m			
<b>Income 2018/19</b>	£7.940m			
<b>Net budget 2018/19</b>	£15.606m			
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-2.000	-0.000	-0.000	-0.000	-2.000
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	Set a £2m target to be achieved through increased investment return and/or reduced cost of borrowing.			
<b>Impact upon service, other LCC services, service users and external partners</b>	None			
<b>Actions needed to deliver the service change</b>	Refinance borrowing or secure investments to generate the required increase in the forecast recurrent net return.			
<b>Is external consultation required</b>	No			
<b>What are the risks associated with this change and how will they be mitigated</b>	<p>Fixed return investments offer lower yields. Higher yielding investments may involve investments with lower liquidity or greater volatility in returns.</p> <p>The overall investment and borrowing portfolio will be constructed to achieve balance between fixed and variable returns and will include assets which are sufficiently liquid.</p>			
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b> <a href="http://intranet.ad.lancsccl.net/a-z/equality-analysis/">http://intranet.ad.lancsccl.net/a-z/equality-analysis/</a>	not required			

**Reference – SC358**

<b>Service Name:</b>		Child Protection Legal Services Legal Fees/Disbursements		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£5.393m		
<b>Income 2018/19</b>		£0.000m		
<b>Net budget 2018/19</b>		£5.393m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.393	-0.393	0.000	0.000	-0.786
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	Work with Children's Social Care services to streamline practice by ensuring files and assessments are completed more quickly so that the number of case management hearings are reduced and final outcomes for children and families are speeded up.			
<b>Impact upon service, other LCC services, service users and external partners</b>	Children's social care practitioners would need to revise their working practices.  It would help free up court time.			
<b>Actions needed to deliver the service change</b>	Continued close working between Legal and Children's Services to implement the necessary changes in working practices. The proposed new pre-proceedings protocol will help improve current practice.			
<b>Is external consultation required</b>	No			
<b>What are the risks associated with this change and how will they be mitigated</b>	Resistance to change will be mitigated through changes to working practices and close collaboration and monitoring by senior managers.  Saving is based on maximum possible reduction in court hearings – some additional hearings may be necessary.			



<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required
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**Reference – SC366**

<b>Service Name:</b>	Child Protection Legal Services Reduction of 25 Public Law Outline cases			
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>	2020/21			
<b>Gross budget 2018/19</b>	£5.393m			
<b>Income 2018/19</b>	£0.000m			
<b>Net budget 2018/19</b>	£5.393m			
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	-0.321	0.000	0.000	-0.321
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	Children's services have put forward a proposal to reduce the number of Public Law Outline cases by 25. If the number of cases going before the court is reduced then the disbursement costs associated with the case are saved.			
<b>Impact upon service, other LCC services, service users and external partners</b>	Children's Social Care change in practice to put more emphasis on working more proactively with families at an earlier stage to avoid the need for this level of intervention.  It would help free up court time.			
<b>Actions needed to deliver the service change</b>	Continued close working between Legal and Children's Services to change current working practices.			
<b>Is external consultation required</b>	No			
<b>What are the risks associated with this change and how will they be mitigated</b>	The number of cases continues to rise across the country and this national trend may continue so that whereas we manage to achieve our goals in terms of managing risk and keeping families together that may otherwise have been taken through the public law process, the savings are unachievable because of continuing increases. Findings from demand analysis work will inform next steps. Success			

	will depend upon the work that CSC are undertaking in terms of reviewing risk and practice, including the work identified as part of development of the Corporate Parenting Strategy and the Children's Services Improvement Plan.
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required

**Reference – SC368**

<b>Service Name:</b>		Child Protection Legal Services Police Disclosure costs		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£5.393m		
<b>Income 2018/19</b>		£0.000m		
<b>Net budget 2018/19</b>		£5.393m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.021	0.000	0.000	0.000	<b>-0.021</b>
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	<b>0.00</b>
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	<b>0.000</b>
<b>Decisions needed to deliver the budgeted savings</b>	In the last year, we spent in the region of £28k to obtain Police disclosure in child protection cases. The proposal is to recover as much of a proportion of this cost as possible from third parties listed in the case by the end of 2019/20. We estimate we would be able to receiver in the region of £21k in contributions from the other parties to the proceedings in the first year.			
<b>Impact upon service, other LCC services, service users and external partners</b>	Improved efficiency.			
<b>Actions needed to deliver the service change</b>	<p>The local authority now obtains police disclosure on the majority of public law cases.</p> <p>The court directs an order for disclosure at the first case management hearing and the local authority will request provision within this order for the cost of obtaining the disclosure to be shared between the parties.</p> <p>It is likely the court will consider this to be a reasonable request on behalf of the local authority and grant this order.</p> <p>The mother, father and Children's guardian all require copies of the police disclosure and we are requesting the total cost will be shared between these parties and recovered by the local authority legal team.</p>			

<b>Is external consultation required</b>	No	
<b>What are the risks associated with this change and how will they be mitigated</b>	There may be a reluctance on the part of third parties to contribute to this especially if the party is not publicly funded. Work needs to be done to persuade the courts to adopt this as a standard order by ensuring it is viewed as beneficial to the process	
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required	

**Reference – SC374**

<b>Service Name:</b>		Democratic Services – Freeze Annual Uplift		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£1.295m		
<b>Income 2018/19</b>		£0.000m		
<b>Net budget 2018/19</b>		£1.295m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.013	0.000	0.000	0.000	<b>-0.013</b>
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	<b>0.00</b>
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	<b>0.000</b>
<b>Decisions needed to deliver the budgeted savings</b>	The annual uprating of the Basic Allowance and Special Responsibility Allowances in accordance with staff pay increases could be frozen for one or more years. This would also achieve a further saving in 2019/20 of £12,925 (based on a 1% increase).			
<b>Impact upon service, other LCC services, service users and external partners</b>	No direct impact.			
<b>Actions needed to deliver the service change</b>	All decisions relating to allowances and expenses must be considered by the Independent Remuneration Panel and their recommendations taken into account by Full Council when determining the level of allowances.			
<b>Is external consultation required</b>	No			
<b>What are the risks associated with this change and how will they be mitigated</b>	Fewer or lower quality candidates coming forward for election. Mitigation: It is unclear that the level of remuneration is a major factor in whether candidates stand for election. The quality of candidates is a matter for political groups. The Council will, in any scenario, have 84 councillors (as recently confirmed through the boundary review prior to the last election).			

	<p>Councillors less willing or able to devote as much time to council business</p> <p>Mitigation: An accompanying budget option seeks to reduce the number of meetings. Additionally, work is underway on rolling out a Casework Management System for Councillors, which should enable them to deal with casework more efficiently.</p>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>Not required</p>

**Reference – SC375**

<b>Service Name:</b>	Democratic Services – Member Subsistence			
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>	2019/20			
<b>Gross budget 2018/19</b>	£0.005m			
<b>Income 2018/19</b>	£0.000m			
<b>Net budget 2018/19</b>	£0.005m			
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.005	0.000	0.000	0.000	-0.005
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	Remove Councillors entitlement to claim expenses for expenditure on subsistence.			
<b>Impact upon service, other LCC services, service users and external partners</b>	No direct impact			
<b>Actions needed to deliver the service change</b>	All decisions relating to allowances and expenses must be considered by the Independent Remuneration Panel and their recommendations taken into account by Full Council when determining the level of allowances.			
<b>Is external consultation required</b>	No			
<b>What are the risks associated with this change and how will they be mitigated</b>	Fewer or lower quality candidates coming forward for election.  Mitigation: It is unclear that the level of remuneration is a major factor in whether candidates stand for election. The quality of candidates is a matter for political groups. The Council will, in any scenario, have 84 councillors (as recently confirmed through the boundary review prior to the last election)			



	<p>Councillors less willing or able to devote as much time to council business</p> <p>Mitigation: An accompanying budget option seeks to reduce the number of meetings. Additionally, work is underway on rolling out a Casework Management System for Councillors, which should enable them to deal with casework more efficiently.</p>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>Not required</p>

**Reference – SC401**

<b>Service Name:</b>		Facilities Management		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£28.932m		
<b>Income 2018/19</b>		£9.396m		
<b>Net budget 2018/19</b>		£19.536m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.040	0.000	0.000	0.000	0.040
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.030	0.000	0.000	0.000	0.030
<i>Year 1 – Capital investment in system, Health and Safety improvements, signage etc. Investment reduced to the absolute minimum to implement public charging only.</i>				
<b>Decisions needed to deliver the budgeted savings</b>	<p>Decision to reinstate charges for public parking at weekends on Arthur St car park at County Hall.</p> <p>Decision to introduce charges for short stay public parking for Registration Service and Records Archive Service at County Hall midweek for client appointments and weekends for public parking.</p>			
<b>Impact upon service, other LCC services, service users and external partners</b>	<p>The Lancashire County Council Parking Services team systems could be integrated with Facilities Management to manage enforcement and revenue collection. Further exploration is required.</p> <p>The Records Archive Service income may be affected if customers are not willing to pay for parking to access service and some users may complain and seek alternative travel or parking arrangements.</p> <p>The Registration Service may be affected by client complaints but the charge should have minimal impact on service delivery.</p>			

<b>Actions needed to deliver the service change</b>	<p>Procure a mechanism to support parking charges.</p> <p>Apply for respective legal orders to allow for respective charges to be levied.</p> <p>Undertake minimum health and safety and security improvements on car parks.</p> <ul style="list-style-type: none"> <li>• Install signage to notify charging rates with terms and conditions</li> </ul>
<b>Is external consultation required</b>	<p>No</p>
<b>What are the risks associated with this change and how will they be mitigated</b>	<p>As exists with all our parking facilities, there is a risks from potential litigation e.g. members of the public having accidents on our car parks or suffering stolen or damaged vehicles and making claims against Lancashire County Council. This will be mitigated by ensuring adequate signage with disclaimers, maintenance of existing CCTV, and regular inspections of car park conditions.</p> <p>Risk of loss of income to the Records Archive Service if customers are not willing to pay for parking to access service although users may seek alternative travel or parking arrangements.</p> <p>Archive service to manage the expectations of service users.</p> <p>Charging may help to mitigate against other users who are not accessing services e.g. shoppers and provide more regular availability for service users.</p>
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	<p>Yes - completed</p>

**Reference – SC501**

<b>Service Name:</b>	Adult Social Care Community (Older People (OP) / Physical Disability (PD))			
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>	2019/20			
<b>Gross budget 2018/19*</b>	£113.311m			
<b>Income 2018/19*</b>	£48.052m			
<b>Net budget 2018/19*</b>	£65.259m			
<i>*The budget represents the total residential care budget for OP/PD</i>				
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.680	-1.670	-1.020	-0.020	<b>-3.390</b>
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<i>*Further work is required to test the assumptions and supporting proposed savings above and to determine whether further investment is required. Target and stretch values represent potential best and worst case scenarios and will be refined following testing.</i>				
<b>Decisions needed to deliver the budgeted savings</b>	To approve the intention to reduce the number of admissions to residential care by Adult Social Care Community Teams			
<b>Impact upon service, other LCC services, service users and external partners</b>	Interface with Commissioning where unmet need is identified and to commission new services that provide an alternative to long term residential care.  Possible impact on residential care sector.			
<b>Actions needed to deliver the service change</b>	Determine a baseline and performance targets that bring Lancashire in line with our comparative authorities. These will then be used to monitor and report performance.  To identify authorities to benchmark against and look at best practice in high performing authorities.  A county residential forum will add the necessary rigour and evidence in relation to: <ul style="list-style-type: none"> <li>• Decision making – evidencing that the following options have been explored and that clear evidence is demonstrated within the assessment:</li> </ul>			

	<ul style="list-style-type: none"> <li>○ Divert to step up beds/intermediate care</li> <li>○ Extra care</li> <li>○ Supported living</li> <li>○ Night time support</li> <li>○ Shared Lives</li> <li>○ Respite</li> </ul> <ul style="list-style-type: none"> <li>● Considered equipment need/telecare and use of occupational therapists to explore alternatives that enable an individual's social care needs to be met outside of residential care.</li> <li>● Identified unmet need.</li> <li>● A clear feedback process to inform commissioning.</li> <li>● It will also improve practice and accuracy of recording and reporting.</li> </ul> <p><u>Policy / Practice change</u>  In order to maintain a person within their own home rather than facilitate admission to residential care there will need to be a review of the county's policy around the 'reasonable offer' which governs the personal budget that is offered to individuals to maintain them at home.</p> <p>There will need to be clear guidance for operational staff.</p>
<b>Is external consultation required</b>	No
<b>What are the risks associated with this change and how will they be mitigated</b>	<p>Increased demand and lack of alternative resource to meet social care need outside of residential care.  Mitigation: to have a clear process to enable the service to inform commissioning what is needed and for the service to be involved in the commissioning of the required service.</p> <p>Increased spend on domiciliary care.  Mitigation: The policy will make the message to staff clearer and make clear when an increase in spend is justifiable.</p> <p>Challenge from service users and their families who believe residential care is the best option.  Mitigation: Better information from the start of the process and residential care not be offered without social care involvement.</p> <p>Challenge from partners such as Acute due to competing pressures leading to a discharge that does not meet with the ideal outcome.</p>

<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Yes - completed
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**Reference – SC505**

<b>Service Name:</b>	Home care for older adults and people with physical disabilities – promoting single-handed care			
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>	2019/20			
<b>Gross budget 2018/19</b>	N/A			
<b>Income 2018/19</b>	N/A			
<b>Net budget 2018/19</b>	£16.620m			
<i>Current package of care costs for the cohort of service users effected by this proposal</i>				
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.307	-1.079	-0.818	-0.041	-2.245
<b>FTE implications:</b>				
<b>Recurrent:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
3.00	0.00	0.00	0.00	3.00
<b>Temporary:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
6.00	0.00	-6.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>Recurrent:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.323	0.000	0.000	0.000	0.323
<b>Temporary:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.142	0.142	0.000	0.000	0.284
<i>The above figures include projected staffing costs, equipment costs and training costs. Investment is also required on a one-off basis in order to incentivise independent domiciliary care providers in order that we can progress this project and reach its full potential. Without the openness to change and work differently by providers, the savings and future avoided costs will not be realised. Incentivising the providers will be in the form of provision of training, backfill funding for training, and costs of additional review and risk assessment activity incurred for the provider with each of the 800+ existing services users in receipt of 2 carer packages of care.</i>				
<b>Decisions needed to deliver the budgeted savings</b>	<p>Approve that all existing double-handed care packages (i.e. care provided by more than one worker for each visit) will be reviewed with the aim of replacing visits with single-handed care and appropriate equipment where this would continue to be safe and meet the person's eligible needs and outcomes;</p> <p>Approve that all new double-handed care packages are for a time limited period only – normally for a maximum period of six weeks – during which time a planned assessment</p>			

	<p>will be undertaken on the same basis as set in point 1 above</p> <p>Endorse the creation of a temporary dedicated single-handed care team on an invest to save basis to lead the delivery of the above activities the cost of which is included in the above investment figures.</p> <p>Endorse the creation of 3 permanent Grade 9 OTs to take on the new incoming work (analysis shows this averages at 56 new presentations each month) simultaneous to the review work to ensure the 'review list' doesn't increase, but also to avoid costs much earlier in the process. These posts are required on an ongoing basis as these assessments will always be needed, alongside coaching of internal and external staff, promoting culture change and thinking, and providing a critical expert capacity.</p>
<p><b>Impact upon service, other LCC services, service users and external partners</b></p>	<p>It is expected that there will be three key positive benefits as set out below:</p> <ol style="list-style-type: none"> <li>1) <b>Impact on service users</b> – people will have a better experience of care because it will be more personalised and dignified.</li> <li>2) <b>Impact on the workforce</b> – it will free-up much needed care worker capacity in a market that has staff recruitment and retention challenges.</li> <li>3) <b>Impact on the council's costs</b> – double-handed care visits cost twice as much as single-handed care visits, hence the above projected budget reductions.</li> </ol> <p>The other expected impacts are as follows:</p> <ul style="list-style-type: none"> <li>• <b>Home care providers</b> – some providers will see this as a loss of business to them and against their own moving and handling policies and procedures. Other providers will see it as a positive as it will free-up their care worker capacity.</li> <li>• <b>Reablement services</b> – promoting single-handed care must also be embedded in reablement services in terms of both the council's own teams and external providers. Potential for impact on Reablement hours capacity should all new double-handed care commissions have a period of Reablement first. Will be monitored and action taken if necessary.</li> <li>• <b>Community equipment</b> – increased expenditure and activity on the provision of moving and handling equipment will occur. There will also be additional servicing and maintenance costs and related administration, including for ceiling track hoists supplied under the council's contract.</li> </ul>



	<ul style="list-style-type: none"> <li>• <b>District councils</b> – they will experience a modest increase in Disabled Facilities Grant requests from occupational therapists, particularly for ceiling track hoists.</li> <li>• <b>NHS</b> – there may need to be some single-handed care training for allied health professionals; clinical commissioning groups may also incur additional community equipment costs; and freeing-up care worker capacity will help to reduce delayed transfers of care.</li> </ul>								
<p><b>Actions needed to deliver the service change</b></p>	<p>The key required actions and steps if this proposal is to be taken forward are as follows:</p> <ol style="list-style-type: none"> <li>1) Develop governance arrangements</li> <li>2) Establish and recruit to single-handed care team</li> <li>3) Develop and implement staff training plan</li> <li>4) Produce new policy and procedures</li> <li>5) Stakeholder communication and engagement</li> <li>6) Produce benefits management framework</li> <li>7) Commence reviews of existing cases</li> <li>8) Develop pathways to embed in practice for new cases.</li> </ol> <p>A change in culture and practice by Adult Services, the NHS and care providers will be essential – actions 3, 4, 5 and 8 in particular would help to achieve this.</p>								
<p><b>Is external consultation required</b></p>	<p>No</p>								
<p><b>What are the risks associated with this change and how will they be mitigated</b></p>	<table border="1"> <thead> <tr> <th data-bbox="579 1227 995 1272">Risk</th> <th data-bbox="995 1227 1410 1272">Mitigation</th> </tr> </thead> <tbody> <tr> <td data-bbox="579 1272 995 1350">Lack of resources to deliver the project</td> <td data-bbox="995 1272 1410 1350">Establish dedicated single-handed care team</td> </tr> <tr> <td data-bbox="579 1350 995 1608">Unable to recruit occupational therapists</td> <td data-bbox="995 1350 1410 1608">Recruit at grade 9 given the complexity of the work and line management responsibilities to the Social Care Support Officer, and use existing networks</td> </tr> <tr> <td data-bbox="579 1608 995 2054">Lack of progress until recruitment takes place</td> <td data-bbox="995 1608 1410 2054">Some limited work is already underway with a community Occupational Therapist specialist in Central Lancs linking to work with people coming through Reablement with double-handed care. To explore any capacity to expand this as more LCC Occupational Therapist are trained prior to</td> </tr> </tbody> </table>	Risk	Mitigation	Lack of resources to deliver the project	Establish dedicated single-handed care team	Unable to recruit occupational therapists	Recruit at grade 9 given the complexity of the work and line management responsibilities to the Social Care Support Officer, and use existing networks	Lack of progress until recruitment takes place	Some limited work is already underway with a community Occupational Therapist specialist in Central Lancs linking to work with people coming through Reablement with double-handed care. To explore any capacity to expand this as more LCC Occupational Therapist are trained prior to
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		recruitment to the temporary team. (will involve reducing capacity for other elements of work for a temporary period)
	Resistance from service users and their families	Develop case studies and promote positive impact
	Resistance from home care providers	Use co-production and new contractual conditions
	Resistance from other key partners	Implement communication and engagement plan
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>		Yes - completed

**Reference - SC507**

<b>Service Name:</b>		Changes in Night Time Support rate for commissioned services		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£152.043m		
<b>Income 2018/19</b>		£12.668m		
<b>Net budget 2018/19</b>		£139.375m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-6.000	-0.900	0.000	0.000	-6.900
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	<b>Effective 1<sup>st</sup> April 2019</b>			
	To pay service providers a sleep-in fee that matches (and subsequently mirrors) the county council's in-house staff sleep-in terms and conditions. For 2019/20 this is set at £36.08 staff payment and equates to £47.43 provider payment (after allowing for national insurance and pension costs).			
<b>Impact upon service, other LCC services, service users and external partners</b>	<b>For a transitional period 1<sup>st</sup> April 2019 to 30<sup>th</sup> September 2019</b>			
	To pay a top up of £11.73 (total payment of £59.16 with a payment to staff of £45 per shift) in order to phase the reduction and allow time for service providers to implement new staff terms and conditions.			
<b>Impact upon service, other LCC services, service users and external partners</b>		This budget option relates to fees and does not require a change to the nature of services being delivered.		

<p><b>Actions needed to deliver the service change</b></p>	<ul style="list-style-type: none"> <li>• Lancashire County Council to communicate with providers regarding the final decision immediately following Cabinet in December 2018.</li> <li>• Payment processing systems to be updated following: <i>Rates to change in April 2019 (incorporating transitional arrangements to 'top up' the rates from 1<sup>st</sup> April to 30<sup>th</sup> September 2019).</i></li> </ul>
<p><b>Is external consultation required</b></p>	<p>No external consultation is required; existing contracts permit annual rate reviews without the need for consultation.</p> <p>However, during September 2018 the County Council held an informal meeting with 9 of our largest supported living providers to seek their views and potential implications of a reduction in sleep-in fees. Key points from this meeting are as follows:</p> <ul style="list-style-type: none"> <li>• <i>The rate paid to providers should consider the impact on staff retention and the ability to deliver safe services and therefore allow them to pay staff at least £45 per night, which would equate to £59 per night to providers inclusive of on-costs.</i></li> <li>• <i>We should await the outcome of whether Unison's Appeal has been granted before putting forwards a final position.</i></li> <li>• <i>We should not implement any changes in the current financial year and April 2019 would be the earliest possible date they could complete a consultation period with affected staff.</i></li> <li>• <i>We should consider a phased reduction to allow provider employees affected by this change time to adjust to a lower take home pay.</i></li> </ul>
<p><b>What are the risks associated with this change and how will they be mitigated</b></p>	<p><b><i>Rationale for Change</i></b></p> <p>On 13<sup>th</sup> July 2018 the Court of Appeal issued its decision in Royal Mencap Society and Tomlinson-Blake ruling:</p> <p><i>"....carers who work sleep-in shifts at a client's residence and who are 'on call' are not entitled to the National Minimum Wage for periods whilst they are asleep."</i><sup>1</sup></p> <p>In April 2016 Lancashire County Council changed the basis of its sleep-in fees to reflect all sleeping hours counting towards national living wage. As a result of this decision we may return to paying a flat rate fee.</p> <p><b><i>Supreme Court Appeal</i></b></p> <p>The Court of Appeal decision represents the current interpretation of the law. However, it may not be the final</p>

<sup>1</sup> <https://www.walkermorris.co.uk/publications/a-bright-line-decision-court-of-appeal-rules-in-mencap-sleep-in-shift-case/>

	<p>position in relation to sleep-in rates of pay and The Supreme Court could overturn the Court of Appeal decision.</p> <p>The decision as to whether the Supreme Court will grant Unison the right to Appeal the July ruling has not been announced<sup>2</sup> but is expected imminently. If leave to appeal is granted, it will be 2019 before the Supreme Court hears the case and a decision may not be reached before 2020.</p> <p>Should the Supreme Court overturn the Court of Appeal decision, there is a risk that the decision is backdated meaning providers are faced with significant financial liabilities.</p> <p><i>Mitigation</i> Should this situation occur this is no mitigation and Lancashire County Council and the adult social care sector will be required to find a solution to prevent significant disruption to the market. However this would be a national issue</p> <p><b>Recruitment &amp; Retention</b> A reduction in our night time sleep in fee will ultimately translate to a reduction in provider staff take home pay and potentially impact on providers' ability to recruit and retain staff.</p> <p><i>Mitigation</i> Issues relating to recruitment and retention as a whole within the adult social care sector are reviewed via the Health and Social Care Partnership.</p> <p><b>Provider Financial Stability</b> Some providers may have changed their terms of employment with staff and therefore any change to sleep-in payments may be more difficult for these providers to implement and manage.</p> <p>If they cannot match changes to their staff terms and conditions with changes in LCC fees they face increased risk of financial instability.</p> <p><i>Mitigation</i> In response to feedback gained during information informal discussion with providers (see later) Lancashire County Council is proposing to phase the reduction in fees.</p>
<p><b>Is an Equality Analysis required and,</b></p>	<p><b>NOT REQUIRED:</b></p>

<sup>2</sup> As at 29<sup>th</sup> October 2018

<b>if so, has one been undertaken?</b>	<p>In taking this decision the County Council is reflecting on the July 2018 Court of Appeal decision in relation to payment for sleep-in services whereby:</p> <p><i>"care workers doing sleep-in shifts are only entitled to the NMW when they are required, because they need to undertake a specific activity, to actually be awake"</i></p> <p>We accept that sleep-ins are delivered to service users with protected characteristics and acknowledge the potential adverse impact on providers. However, given the county councils financial position we consider it appropriate to adjust our fee in line with current legal rulings.</p>
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**Reference - SC508**

<b>Service Name: Adult Services (Mental Health and LD&amp;A Joint Budget Options)</b>		Modernisation of Supported Housing		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£152.043m		
<b>Income 2018/19</b>		£12.668m		
<b>Net budget 2018/19</b>		£139.375m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.158	-1.131	-1.303	-1.303	<b>-3.895</b>
<i>Savings span a 5 year period over this current timeframe with a total potential saving of target £6.6m stretch £9.9m</i>				
<b>FTE implications:</b>				
<b>Temporary:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
13.00	0.00	-13.00	0.00	<b>0.00</b>
<b>Investment Required (Invest to Save):</b>				
Establish a separate team of Social Workers dedicated to the management of the transfer of adults with learning disabilities, autism or mental health needs into flat schemes from other service settings e.g. from residential care or shared housing settings..				
1 Team Manager (Grade 10)				
1 Senior Social Worker (Grade 9)				
6 Social Workers (Grade 8)				
3 Social Care Support Officers (Grade 6)				
In addition, 2 Grade 12 posts (or Consultancy Equivalent) for 2 years to lead on the strategic development of the new Models of Support through development with Housing Associations & Developers and Strategic Housing Leads.				
<b>Temporary:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.529	0.529	0.000	0.000	1.058
<b>Decisions needed to deliver the budgeted savings</b>	In line with Lancashire's Care and Support Strategy 2018 – 2025, and the Council's recently approved Vision document, entitled "Care, Support and Wellbeing of Adults in Lancashire"			
	1. Approve the 'Vision' to modernise the provision of supported housing and offer more flat schemes with a recognition that many people's expectations are to live			

	<p>in their own self-contained accommodation with their own front door with good access to community facilities.</p> <ol style="list-style-type: none"> <li>2. Approve the approach to decommission some 1,2 and 3 person tenancies for those people to move to flat schemes</li> <li>3. Approve the establishment of a social work team, specific to this modernisation work</li> <li>4. Approve the establishment of 2 Grade 12 posts/Consultancy Equivalent for 2 years as Strategic Leads for this work.</li> <li>5. Approve an under occupancy policy to manage the significant voids in supported housing</li> </ol>
<p><b>Impact upon service, other LCC services, service users and external partners</b></p>	<ul style="list-style-type: none"> <li>• <b>Service</b> – the vast majority of supported housing is currently represented by shared households. This proposal will change the balance of provision by providing more flat scheme accommodation. The number of shared houses will reduce, particularly those for less than 4 people and single tenancies.</li> </ul> <p>Alongside this, the proposal will look at how night support is delivered across all supported housing types, with a view to reducing or removing staff support in some settings and replacing with more flexible and innovative methods, e.g. telecare assistive technology, roving night support.</p> <ul style="list-style-type: none"> <li>• <b>Citizens with disabilities or mental health needs</b> – The development of new flat scheme accommodation will present opportunities for people to move out of their current setting to new purpose built flat schemes which would offer cost savings to the Council. This could be from residential care or from shared housing. Service users will have more choice about where they live. The following priority groups have been identified : <ol style="list-style-type: none"> <li>a) Individuals currently supported in unsuitable or high cost single tenancies</li> <li>b) Individuals currently supported in 1/2/3 person tenancies where there are higher support costs (compared to flat schemes) and/or compatibility issues between service users.</li> <li>c) Individuals in under occupied properties to reduce the replacement of housing benefit revenues due to vacancies and support void costs. Implementing the use of the under occupancy policy where appropriate.</li> <li>d) Individuals currently supported in residential care who may want to return to Lancashire if placed out of County or may be unaware of alternative models of support available</li> <li>e) Individuals with urgent risks &amp; safeguarding issues</li> </ol> </li> </ul>



	<p>f) New demand e.g. young people transitioning from children's services</p> <p>In some settings (typically shared housing), overnight staff presence will reduce or be removed altogether if there is no identified need or where the needs can be met by other means, e.g. telecare, roving night support.</p> <ul style="list-style-type: none"> <li>• <b>External Partners</b> - to work with care and support providers and housing providers/developers to build a range of high quality Housing with Care and Support schemes across Lancashire and to work with current providers to identify more efficient and effective ways of delivering support.</li> </ul>
<p><b>Actions needed to deliver the service change</b></p>	<ul style="list-style-type: none"> <li>• A strategic review of current flat schemes to identify gaps in provision across the county.</li> <li>• Identify service users in residential care and shared housing (in particular, 1, 2 and 3 person tenancies) to move to flat scheme accommodation</li> <li>• Produce a specification, listing key requirements for new flat schemes with regard to factors such as size and location.</li> <li>• Develop a Supported Housing approved list of care and support providers meeting a quality threshold.</li> <li>• Remodelling of some existing flat schemes and enabling them to realise their full potential, including changing how placements are commissioned with a much more transparent and equitable model.</li> <li>• Change the way supported housing is commissioned, moving to a model whereby all service users contribute equally towards background support. Apply this model to all new and existing schemes</li> <li>• Having an open dialogue with district councils and housing developers to identify suitable sites for new build schemes</li> <li>• Establish a separate and distinct social work team to manage and facilitate service users moving to new flat schemes. This will involve service users moving from residential care and shared housing.</li> <li>• Develop a decommissioning plan for housing which is of poor quality or unsuitable to meet people's needs and where there are long standing vacancies, in line with the Under occupancy Policy</li> <li>• Only commission residential care as a last resort</li> <li>• Map current night support look for patterns and close proximity. Night time support is provided on an individual house basis but there is an opportunity to look more strategically at sharing night time support between a number of houses in close proximity – either with the same provider or with different providers.</li> </ul>

	<ul style="list-style-type: none"> <li>• Improve access to technology e.g. telecare, big button press system to alert workers and or other monitoring/reporting systems for night time support</li> <li>• Look to provider innovation around proposals for night time support. Providers have volunteered proposals on an ad hoc basis around reductions in support. This needs to be formally communicated to the provider market and introduce incentives for providers to come forward with proposals.</li> </ul>
<b>Is external consultation required</b>	No

<b>What are the risks associated with this change and how will they be mitigated</b>	<b>Risk</b>	<b>Mitigation</b>
	1. It is intended that housing providers/social landlords will invest and build the flat schemes with no financial contribution from the Council, either for build costs or for payment of rent for vacancies. The risk therefore is that this is unacceptable for developers to proceed.	Research with other Councils and preliminary discussions with local housing providers has shown housing providers are fully prepared to accept the financial risks when working in partnership with the Council.
	2. People do not move from their current setting into new flat schemes including resistance to change from service users, families, etc	In order to maximise the accommodation options for people, this will require a partnership approach from service users, carers, service providers and statutory agencies and so will require a communication strategy that ensures the correct people are fully informed and enabled to have a voice during this period of change. Also, the impact to people who could potentially be identified as suitable for moving into flat schemes would need to be addressed. Advocacy services will be required for some service users and best interest decisions may need to be taken which would have implications for the length of time this would take.

		A tenant will not give notice on a tenancy until a suitable alternative has been identified and a timescale for moving agreed with all parties.
	<p>3. National guidance, e.g. 'Building the Right Home' guidance in 2016 states that</p> <p><i>"Housing with 6 or more people can quickly become institutionalised and Commissioners should carefully consider the service design when creating schemes of multiple units within close proximity to ensure the service enables the tenants to have control over where they live and who provides their support"</i></p> <p>Size of schemes is also reflected in the national guidance 'Building the Right Support' issued in 2015 and endorsed by the Care Quality Commission who work to these guidelines when dealing with registration requirements of supported housing schemes.</p>	Having ongoing discussions with CQC. Also, research with other Councils has shown that if the scheme is built with the correct ethos in line with national guidance then larger schemes are acceptable.
	4. The anticipated savings are not realised due to unexpected costs	Being clear at the outset around the model of support for background and individual support and having signed agreements with providers around issues such as no financial responsibility for vacancies.
	5. If there are any mental capacity issues around a proposed move to a flat scheme, this could involve the Court of Protection and lengthen timescales which may then impact on keeping the vacancy open	Involving mediation/advocacy at an early stage may prevent the need for more formal proceedings

	until the issues are resolved	
	6. Lack of staff resources to carry out assessments and facilitate moves to flat scheme accommodation	Recruitment of a specific social work team with a defined remit for this project
	7. Legal implications in relation to Housing Management Agreements (HMA) or Support Contracts - In some circumstances there may be legally binding obligations within an HMA or a Support Contract which prevent the Local Authority or Support Provider from ending the HMA early.	This should not prevent consideration being given to the suitability of an individual to remain in a tenancy if it does not meet their needs. The Terms of each HMA will be subject to review and where possible an HMA will be renegotiated with the Housing Provider to ensure that it is fit for purpose.
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>		Yes

**Reference – SC511**

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

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

**Reference – SC512**

<b>Service Name: Learning Disability and Autism</b>		Acceleration of Disability Service Supported Living Remodelling		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£152.043m		
<b>Income 2018/19</b>		£12.688m		
<b>Net budget 2018/19</b>		£139.375m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	-0.236	-0.242	0.000	-0.478
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
11.00	0.00	-11.00	0.000	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.432	0.432	0.000	0.000	0.864
<b>Decisions needed to deliver the budgeted savings</b>	<p>Cabinet approved in September 2017 an option to remodel the in house Disability supported living service.</p> <p>The decision required is to bring forward the savings profiled to be achieved in 2021/22 so they are completed by April 2021 with additional funding to increase the resources for the remodelling social work team to undertake this review work.</p>			
<b>Impact upon service, other LCC services, service users and external partners</b>	<p>Adults with learning disabilities will almost certainly continue to receive support to live in their own homes. However, undertaking individual reviews may lead to other housing and support options being identified and chosen by the individual or agreed through a 'best interest decision'.</p> <p>There will be reductions in the overall size of the social care workforce if packages of care reduce and providers of the services will have to restructure their workforce accordingly.</p>			

<b>Actions needed to deliver the service change</b>	<ul style="list-style-type: none"> <li>• Learning Disability and Autism Remodelling Team allocation of staff to undertake assessment and review work following already agreed processes.</li> <li>• Work with HR to plan for the workforce changes</li> </ul>	
<b>Is external consultation required</b>	No	
<b>What are the risks associated with this change and how will they be mitigated</b>	<ul style="list-style-type: none"> <li>• The work to remodel tenancies will be at a faster pace and therefore the workforce reductions will occur earlier than planned and will be higher in the period than if spread out over the original 3 and half year remodelling programme. Staffing reductions will be mitigated by vacancy management.</li> <li>• Alternative housing options to align with the new vision for housing may not have developed at the faster pace needed to offer alternatives, where this is identified as being desirable. This will be mitigated by planning for the implementation of the housing and support strategy and phasing of the remodelling programme.</li> <li>• Any decisions regarding a change of accommodation may involve the Court of Protection who need to ensure decisions are made in the best interests of the people to be supported. This can delay progress, but can also ensure that decision making is subject to external checks which are helpful for protecting the interests of vulnerable people</li> </ul>	
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Yes, one was completed for the option approved in 2017	



**Reference – SC513**

<b>Service Name: Disability Service</b>	Lancashire Care Foundation Trust (LCFT) supported living scheme transfer to LCCs Disability Service			
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>	2019/20			
<b>Gross budget 2018/19</b>	£152.043m			
<b>Income 2018/19</b>	£12.668m			
<b>Net budget 2018/19</b>	£139.375m			
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	-1.000	0.000	0.000	<b>-1.000</b>
<b>FTE implications:</b>				
<b>Recurrent:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
1.00	0.000	0.00	0.00	1.00
<b>Temporary:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
1.00	-1.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>Recurrent:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.052	0.000	0.000	0.000	0.052
<b>Temporary:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.058	0.030	0.000	0.000	0.088
Permanent manager post in Preston Grade 10 Additional Management Support (Grade 11 for 18 months) to oversee the transfer and remodelling of LCFT transfer and remodelling of all LCC Supported living Schemes				
<b>Decisions needed to deliver the budgeted savings</b>	<p>Approve the transfer of the Care and Support in Shared Households service from Lancashire Care Foundation Trust to Lancashire County Council's Adult Disability Service.</p> <p>Cabinet in November approved an additional saving of £0.499m that is included as part of this saving proposal.</p>			

<p><b>Impact upon service, other LCC services, service users and external partners</b></p>	<p>The transfer represents an opportunity to progress the remodelling of the service, with a view to reducing the risk associated with vacancy liabilities for care and rent by implementing the recommendations made by the County Council's Remodelling Team.</p> <p>There is an expectation that Lancashire Care Foundation Trust would achieve some of the remodelling recommendations prior to transfer.</p> <p>Significant support from internal services to transfer current NHS staff to the county council.</p> <p>Further support relating to Transfer of Undertakings (Protection of Employment) Regulations 2006(TUPE) and pension administration after transfer.</p> <p>Service users and families will have a change of provider and need to be consulted appropriately.</p> <p>Additional service to the existing in-house Disability Service which will have the experience and capacity to manage and will have the additional benefit of being able to include in a remodelling programme.</p>
<p><b>Actions needed to deliver the service change</b></p>	<ul style="list-style-type: none"> <li>• Contract ends 31<sup>st</sup> March 2019 with LCFT. The County Council has formally notified Lancashire Care Foundation Trust of its intention to transfer the service to the County Council's Disability Service. The county council has contracted for these services under the NHS Standard Contract 2017/2018 and 2018/2019. This contract comes to an end on 31 March 2019. The county council will be required to comply with any exit arrangements within the contract terms and with applicable TUPE employment and pension's legislation.</li> <li>• Changes to Lancashire County Council systems for payroll for different terms and conditions.</li> <li>• Review of housing management agreements with housing associations.</li> <li>• Registration with Care Quality Commission to establish new service in Preston and deregister with NHS.</li> <li>•</li> </ul>
<p><b>Is external consultation required</b></p>	<p>No</p>
<p><b>What are the risks associated with this change and how will they be mitigated</b></p>	<p>TUPE liabilities including pension could be greater than anticipated. Close cooperation from LCFT will be necessary</p> <p>Tight timescale to complete given the ending of the contract is in March 2019 alongside management of other multiple savings programmes concurrently, and so</p>

	<p>dedicated project management and other leadership capacity will be a priority</p> <p>Concerns of families/ service users may be significant</p> <p>Mitigation – full programme management and plan to be developed, joint working to deliver mobilisation plan with LCFT including communication strategy for families and people receiving a service.</p>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>Not required</p>

**Reference – SC518**

<b>Service Name:</b>	Adult Social Care – Reassessing Direct Payments			
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>	2019/20			
<b>Gross budget 2018/19</b>	£105.227m			
<b>Income 2018/19</b>	n/a			
<b>Net budget 2018/19</b>	£105.227m			
<i>The budget above represents the whole of Adults social care direct payments commissioned spend.</i>				
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-1.000	-1.000	-0.500	0.000	-2.500
<b>FTE implications:</b>				
<b>Recurrent:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
2.00	0.00	0.00	0.00	2.00
<b>Investment Required (Invest to Save):</b>				
<b>Recurrent:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.059	0.000	0.000	0.000	0.059
<b>Decisions needed to deliver the budgeted savings</b>	Agree for the Direct Payment policy to be changed to reduce surplus weeks' money allowed as a contingency from 10 weeks to 4 weeks.			
<b>Impact upon service, other LCC services, service users and external partners</b>	<p>Service users who receive Direct Payment may feel the new arrangements offer them less flexibility.</p> <p>Direct Payment accounts will be monitored to ensure prompt clawback of surpluses, with referral to social care for reassessment where surpluses are likely to be recurrent.</p> <p>Agencies working to support Direct Payment recipient will need to be informed of these proposals so they can provide accurate advice.</p>			
<b>Actions needed to deliver the service change</b>	Increase the frequency of social work reassessment activity to identify where personal budget amounts are in excess of the proven requirements of service users.			
<b>Is external consultation required</b>	No			

<p><b>What are the risks associated with this change and how will they be mitigated</b></p>	<p>There may be reduced flexibility in personal budgets available to some service users for contingencies.</p> <p>A number of weeks' contingency budget will remain with the service user to meet routine volatility in support needs and associated costs. This number will be subject to review but it is likely to be 4 weeks.</p>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b> <a href="http://intranet.ad.lancscc.net/az/equality-analysis/">http://intranet.ad.lancscc.net/az/equality-analysis/</a></p>	<p>Not required</p>

**Reference – SC520**

<b>Service Name:</b>	Adult Social Care – Promoting Direct Debit			
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>	2019/20			
<b>Gross budget 2018/19</b>	£432.620m			
<b>Income 2018/19</b>	£110.086m			
<b>Net budget 2018/19</b>	£322.533m			
<i>This budget represents the commissioned packages of care within Adult social care for all client groups</i>				
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.500	-0.500	0.000	0.000	-1.000
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>Temporary:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.040	0.000	0.000	0.000	<b>0.040</b>
<b>Decisions needed to deliver the budgeted savings</b>	Agree for the service to actively promote direct debit as the primary source of payment for adult social care.			
<b>Impact upon service, other LCC services, service users and external partners</b>	<p>For 56% of service users' direct debit is already the chosen method of payment. Achieving even greater take up will make a minor reduction in transaction costs, but more significant will be the improvements in income collection. This is because securing upfront payment commitments through the agreement of a direct debit mandate is likely to reduce the overall amount of debt that currently becomes uncollectable.</p> <p>This will require more attention in explaining the benefits of this method of payment, particularly for the individual and their family, at each relevant point in the care arrangement process.</p>			
<b>Actions needed to deliver the service change</b>	Improved and effective promotion of direct debit as the method of payment.			
<b>Is external consultation required</b>	No			

<p><b>What are the risks associated with this change and how will they be mitigated</b></p>	<p>There is a risk that the performance outcomes cannot adequately be delivered.</p> <p>The uptake of direct debits will be monitored to ensure that service users are consistently given the option to pay by direct debit at each stage.</p>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b> <a href="http://intranet.ad.lancscc.net/az/equality-analysis/">http://intranet.ad.lancscc.net/az/equality-analysis/</a></p>	<p>Not required</p>

**Reference – SC521**

<b>Service Name:</b>		Adult Social Care – Residential Care Status		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£432.620m		
<b>Income 2018/19</b>		£110.086m		
<b>Net budget 2018/19</b>		£322.533m		
<i>This budget represents the commissioned packages of care within Adult social care for all client groups</i>				
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.700	0.000	0.000	0.000	-0.700
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	<p>Agree a change in the council's procedures to bring them into line with the Care Act's Care and Support Guidance, so that short term residential care is defined as up to 8 weeks.</p> <p>If a person is in residential care for longer than 8 weeks, unless there are exceptional circumstances, they would be deemed to be in long term care, and charged as they would be for a long term care placement.</p> <p>This does not affect those placements commissioned as "temporary" as defined by the Care Act. Temporary care is defined as up to 52 weeks. If a person is in residential care for longer than 52 weeks, unless there are exceptional circumstances, they would be deemed to be in long term care, and charged as they would be for a long term care placement.</p>			
<b>Impact upon service, other LCC services, service users and external partners</b>	<p>Currently, around 180 service users are with care commissioned as short term residential care, but have been in residential care for longer than 8 weeks. Being charged as a long term resident may result in an increase in charge but this will be dependent on the person's individual circumstances. An increased charge will not be the outcome in all circumstances</p>			



	<p>There are no service users currently with care commissioned as temporary residential care.</p> <p>There may be implications for the benefits and other allowances that individuals receive.</p>
<b>Actions needed to deliver the service change</b>	<p>A long term placement Care Package for the service user will be created at the point where a short term residential care placement exceeds 8 weeks, and the short term placement will be ceased.</p> <p>A long term placement Care Package for the service user will be created at the point where a temporary residential care placement exceeds 52 weeks, and the temporary placement will be ceased.</p> <p>Publicity material for public and partners and staff</p> <p>Staff training</p>
<b>Is external consultation required</b>	No
<b>What are the risks associated with this change and how will they be mitigated</b>	<p>Service users may choose to leave residential care, due to increased assessed charges. However all charges will be in compliance with the Care Act 2014 charging regulations.</p> <p>There may be increased pressures on home care services.</p>
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b> <a href="http://intranet.ad.lancscc.net/az/equality-analysis/">http://intranet.ad.lancscc.net/az/equality-analysis/</a>	Yes

**Reference – SC602**

<b>Service Name:</b>		Children & Family Wellbeing (CFW)		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£18.233m		
<b>Income 2018/19</b>		£3.660m		
<b>Net budget 2018/19</b>		£14.573m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.111	0.000	0.000	0.000	-0.111
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>		Approval to cease the Small Grant Scheme. The specific budget for this was previously removed (£111k) from the Children and Family Wellbeing service revenue budget in April 2015. The scheme has since been funded from in year underspends against other budgets within the service.		
<b>Impact upon service, other LCC services, service users and external partners</b>		<p>The review has identified a year on year decline in the number of applications received from both individuals and Voluntary, Community &amp; Faith Sector (VCFS) organisations with the budget consistently underspent despite activity to promote the scheme. In 2017/18 only 41% of the available budget was spent. There is evidence of a further reduction in applications in the current financial year.</p> <p>This option will allow a funding saving year on year of £111k and save staff time and cost co-ordinating the scheme.</p> <p>The potential negative impact of ceasing the scheme is,</p> <ul style="list-style-type: none"> <li>• Young People may feel unsupported/unable to acquire funding</li> <li>• VCFS would need to seek alternative funding sources</li> <li>•</li> </ul>		

<b>Actions needed to deliver the service change</b>	Finance adjustment (reduction) to budget. Communications to public and VCFS	
<b>Is external consultation required</b>	No	
<b>What are the risks associated with this change and how will they be mitigated</b>	<p>The risks associated with this option are considered to be minimal given the evidence of yearly decline in applications for the grant scheme.</p> <p>However, the decision has potential to be unpopular and young people may feel unsupported/unable to acquire funding and the Voluntary, Community and Faith sector would need to seek alternative funding sources.</p>	
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Yes	

**Reference – SC605**

<b>Service Name:</b>		Bus Network Education Resource		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2019/20		
<b>Gross budget 2018/19</b>		£0.028m		
<b>Income 2018/19</b>		£0.000m		
<b>Net budget 2018/19</b>		£0.028m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.028	0.000	0.000	0.000	-0.028
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>		Approve removal of non-staff costs associated with the 2 PCSOs. The funding of the PCSOs has already been ceased recently.		
<b>Impact upon service, other LCC services, service users and external partners</b>		<p>The likely impact of budget removal:</p> <ul style="list-style-type: none"> <li>• Spend on third party supplies and services in relation to crime and disorder on the bus network, further to cessation of PCSO funding, resulting in less communications activity to address anti-social behaviour.</li> </ul>		
<b>Actions needed to deliver the service change</b>		<ul style="list-style-type: none"> <li>• Agree budget removal and cease expenditure</li> </ul>		
<b>Is external consultation required</b>		No		
<b>What are the risks associated with this change and how will they be mitigated</b>		<ul style="list-style-type: none"> <li>• With the cessation of bus network specific resources, we will rely on the general resources of the bus operators and crime prevention activity of the constabulary.</li> </ul>		
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>				not required

**Reference – SC616**

<b>Service Name:</b>		Patient Safety and Safeguarding		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2020/21		
<b>Gross budget 2018/19</b>		£5.338m		
<b>Income 2018/19</b>		£0.587m		
<b>Net budget 2018/19</b>		£4.751m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.115	0.000	0.000	0.000	-0.115
<b>FTE implications: None</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	Remove additional funding support for the Healthwatch contract. The contract will be reduced to the value of the grant which, for 19/20, is estimated at £319k. This generates a saving of £115k from the current budget of £433k.			
<b>Impact upon service, other LCC services, service users and external partners</b>	There will be a reduced independent service for citizens of Lancashire. The Healthwatch service enables Lancashire citizens to have a voice in how services are run and also to be able to raise concerns about local services. The Healthwatch role is statutory.			
<b>Actions needed to deliver the service change</b>	Consultation with legal services, procurement and Healthwatch to develop next steps in relation to contract termination and re-tendering the service.			
<b>Is external consultation required</b>	No external consultation is required.			
<b>What are the risks associated with this change and how will they be mitigated</b>	The risks on removal of the contract would mean less resource to manage the service and subsequently a reputational risk may occur.			
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	No			

**Reference – SC801**

<b>Service Name:</b>		Planning and Environment (environmental information charges)		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2021/22		
<b>Gross budget 2018/19</b>		£4.506m		
<b>Income 2018/19</b>		£2.880m		
<b>Net budget 2018/19</b>		£1.626m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.015	0.000	0.000	0.000	-0.015
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	To agree to increase the charge for environmental information held by the Council.			
<b>Impact upon service, other LCC services, service users and external partners</b>	No impact on Lancashire County Council services. Cost increases for organisations wanting environmental information. 69% of charges are to the private sector, mainly to support their planning applications and as such the charges form only a small element of a developer's planning costs.			
<b>Actions needed to deliver the service change</b>	Increase charges from 2019/20			
<b>Is external consultation required</b>	No			
<b>What are the risks associated with this change and how will they be mitigated</b>	Those seeking environmental information may try and obtain it from elsewhere or attempt to submit planning applications to district councils without it, reducing income for the service.			
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>				Not required

**Reference – SC805**

<b>Service Name:</b>	Economic Development - Increase Income from Lancashire County Developments Limited (Lancashire Business Park)			
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>	2021/22			
<b>Gross budget 2018/19</b>	£6.066m			
<b>Income 2018/19</b>	£4.068m			
<b>Net budget 2018/19</b>	£1.998m			
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000	0.000	-0.250	-0.500	-0.750
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00	0.00	0.00	0.00	0.00
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000*	0.000	0.000	0.000	0.000
<i>* Additional income comes as the result of pursuing new build options at Lancashire Business Park but this will be financed by Lancashire County Developments Limited.</i>				
<b>Decisions needed to deliver the budgeted savings</b>	Agree to increase income from Lancashire Business Park. This will require approval from the Lancashire County Developments Limited Board.			
<b>Impact upon service, other LCC services, service users and external partners</b>	Minimal – potential operational inconvenience of other LBP tenants during construction phase.			
<b>Actions needed to deliver the service change</b>	<p>Lancashire Business Park is a key source of income/profit generation that supports the delivery of Lancashire County Council's economic development priorities.</p> <p>Progress options for the development of two vacant plots at Lancashire Business Park to provide new business accommodation units for rent. Initial Market Review and Property Strategy Report has been received from Lambert Smith Hampton indicating the size and combination of units to build, indicative rental values and development costs.</p> <p>Strong market demand for business accommodation proposed.</p>			

<b>Is external consultation required</b>	No	
<b>What are the risks associated with this change and how will they be mitigated</b>	<p>New build might fail to attract tenants immediately, though evidence of strong and growing market demand.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> <li>- Initial detailed market review</li> <li>- Phased development of the two sites</li> <li>- Market from plan, once complete</li> </ul>	
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	not required	



**Reference – SC811**

<b>Service Name:</b>		Economic Development		
<b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b>		2020/21		
<b>Gross budget 2018/19</b>		£6.066m		
<b>Income 2018/19</b>		£4.068m		
<b>Net budget 2018/19</b>		£1.998m		
<b>Budget Change and Profiling (discrete year):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
-0.060	-0.100	-0.200	-0.300	-0.660
<b>FTE implications:</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
0.00*	0.00	0.00	0.00	0.00
* If current funding levels can be sustained from a wider base of contributors.				
<b>Investment Required (Invest to Save):</b>				
<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
0.000*	0.000	0.000	0.000	0.000
<b>Decisions needed to deliver the budgeted savings</b>	Decrease LCC contributions to Marketing Lancashire, Lancashire Enterprise Partnership and Lancashire Growth Hub and ask the unitary and district councils to match LCCs contribution.			
<b>Impact upon service, other LCC services, service users and external partners</b>	The proposal would seek to secure 50% of the costs for these shared sub-regional services from Lancashire's unitary authorities and potentially district councils.			
<b>Actions needed to deliver the service change</b>	Agreement from our partners			
<b>Is external consultation required</b>	No, but agreement with local authorities is required.			
<b>What are the risks associated with this change and how will they be mitigated</b>	Other partners refuse to accept shared costs impacting on our sub regional/national profile.			
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>			not required	



**Report to the Cabinet**

Meeting to be held on Monday, 3 December 2018

**Report of the Head of Service, Procurement****Part I**

Electoral Division affected:  
(All Divisions);

**Procurement Report - Request Approval to Commence Procurement Exercises**  
(Appendix 'A' refers)

Contact for further information:

Rachel Tanner, Tel: (01772) 534904, Head of Procurement,  
rachel.tanner@lancashire.gov.uk

**Executive Summary**

In line with the county council's procurement rules, this report sets out a recommendation to approve the commencement of the following procurement exercises:

- (i) Supported Accommodation for Young People
- (ii) Outcome based commissioning of Edge of Care Services
- (iii) Cleaning and Facilities Services Framework Agreement

This is deemed to be a Key Decision and the provisions of Standing Order C19 have been complied with.

**Recommendation**

Cabinet is asked to approve the commencement of the procurement exercises as set out in Appendix 'A' for the areas identified above.

**Background and Advice**

Appendix 'A' sets out the detail of the individual procurement exercises and the basis upon which it is proposed to carry out the processes including:

- The description of the supplies/services being procured
- The procurement route proposed
- The estimated annual contract value
- The proposed basis for the evaluation of the tender submissions.

Where approval has been received from the Cabinet to undertake a tender process which is deemed to be a Key Decision, the subsequent award of the contract on the satisfactory completion of the tender exercise shall not be deemed a Key Decision and can be approved by the relevant head of service or director.

On conclusion of the procurement exercises, the award of the contracts will be made under the county council's scheme of delegation to heads of service, and in accordance with the council's procurement rules.

### **Consultations**

Relevant heads of service and key operational staff have been consulted in drawing up the proposals to undertake the procurement exercises included within this report.

### **Implications:**

This item has the following implications, as indicated:

### **Risk management**

### **Financial**

The estimated value of the contracts will be contained within the funding arrangements as set out in Appendix 'A' for each individual procurement exercise. If significant variations should result from this position, a further report to Cabinet will be required.

### **Legal**

Failure to take steps to lawfully procure new contracts and continuing with the current arrangements where applicable would contravene the council's procurement rules and the Public Contract Regulations 2015. Furthermore, failure to award the contracts may result in the county council facing difficulties in delivering services.

### **List of Background Papers**

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

<b>Procurement Title</b> Supported Accommodation for Young People
<b>Procurement Option</b> OJEU – Restricted Procedure
<b>New or Existing Provision</b> Existing. The current block contracts relating to the provision of supported accommodation for young people all expire by August 2019. There is an existing North West Regional DPS operated by Tameside, which the County Council currently uses to commission support, but it is the intention that the County Council also sets up its own DPS from which it intends to commission all supported accommodation for young people. The NW Regional DPS will be used as a backup position.
<b>Estimated Contract Value and Funding Arrangements</b> The current budget for accommodation for Care Leavers and vulnerable young people including those who are homeless, primarily aged 16 to 21, in accordance with the Lancashire Joint Protocol 2017-2020, is c£9.8m per annum, c£39.2m over 4 years and c£58.8m over 6 years. Of this it is anticipated that some support will continue to be commissioned through spot arrangements in addition to support commissioned through block contract arrangements.
<b>Contract Duration</b> It is intended that the Dynamic Purchasing System (PDPS) will remain in effect for 4 years with the option to extend for up to a further 6 years. Service contracts awarded as call-off contracts from the DPS will be up to 4 years in length, with initial periods, break points and potential extensions built in.

**Lotting**

Delivery of the supported accommodation services has been separated into the following 6 lots.

Lot 1: a) Core: multi-occupancy (6-8+ units) accommodation-based support service with 24-hour staffing on site; b) Visiting support: accommodation-based which can provide either a stepped down level of support from the core or can be accessed directly by young people whose needs can be best met in this service.

Lot 2: Group-living accommodation based service with 24-hour staffing in small (3-4 unit) settings for young people with higher-level support complex needs.

Lot 3: Teenage Parents: visiting or on-site accommodation-based support.

Lot 4: Supported Lodgings: Support provided in a family environment by a host Householder(s).

Lot 5: Short term supported accommodation services for people who are homeless which accept families, single people and young people.

Lot 6: Spot arrangements: A range of support services where demand cannot be met from Lots 1-5. This Lot will include solo provision, bespoke packages of care, floating support services and top-up hours for young people in Lots 1-5 who have an identified need for additional support.

Each of the 6 lots are further subdivided on a geographical basis to enable commissioning arrangements to be established on a district, a locality or a countywide footprint dependent upon various factors including the type of service, anticipated demand, efficiency of service delivery and value for money.

**Evaluation**

<b>Quality Criteria 60%</b>	<b>Financial Criteria 40%</b>
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Entry onto the DPS will be determined by bidders passing the selection criteria stage. At mini competition stage the award criteria will be: Quality Criteria 60% and Financial Criteria 40%.

Social value will form 10% of the tender evaluation criteria. The social value objectives will focus on the promotion of training and employment opportunities for the people of Lancashire and building the capacity and sustainability of the voluntary and community sector.

### **Contract Detail**

The services will provide accommodation and support to Children Looked After (CLA), Care Leavers and vulnerable young people including those who are homeless, primarily aged 16 to 21, in accordance with the Lancashire Joint Protocol 2017-2020. The key objectives are to ensure that young people have a safe place to live and have access to the appropriate support to acquire the necessary skills to move on successfully to more independent living and to develop the responsibilities associated with adulthood. The Service supports the Authority to fulfil its sufficiency duty in relation to accommodation and improved outcomes for Children Looked After.

The Dynamic Purchasing System will act as a list of pre-qualified service providers, from which further competitions can be held to establish call-off service contracts. This approach affords considerable flexibility, not only to establish block or spot contracts, but also provides the opportunity for new providers to join throughout the lifetime of the contract.

Services will be commissioned under two types of arrangements:

Block; where charges to be paid are usually fixed upon a service volume commissioned, and/or, Spot; where charges to be paid are usually based upon actual service volumes delivered;

The needs of young people are wide-ranging and various types of service are commissioned including; semi-independent and independent supported accommodation schemes, foyers, supported lodgings, emergency accommodation and visiting support. Services are currently provided for around 450 young people.

The Authority continues to experience a rise in the number of CLA which will inevitably increase the demand for supported accommodation services in the future. Children's Social Care budgets are under significant pressure and it is imperative that the new service model will deliver high quality standards and value for money. This arrangement will bring increased flexibility over the lifetime of the contracts and therefore opportunity for stakeholders to work collaboratively to be more creative to ensure that resources will be utilised more efficiently.

Establishing local commissioning arrangements from July 2019 will not preclude the Authority from having the opportunity to work collaboratively with the wider region and being a named party in regional framework arrangements where it is appropriate and beneficial to do so.

<b>Procurement Title</b>	
Outcomes based Commissioning of Edge of Care Services – Social Impact Bond.	
<b>Procurement Option</b>	
OJEU – Competitive Procedure with Negotiation	
<b>New or Existing Provision</b>	
New Provision	
<b>Estimated Contract Value and Funding Arrangements</b>	
Up to c£13million. C £2.0million of this will be funding obtained from Life Chances Fund for outcome payments relating to education. The remainder will come from the Children's Social Care Children Looked after placements budget. This Contract will be commissioned on an outcomes basis and 100% payment by results and will be funded through the cost avoided in diverting children and young people away from care and achieving reunification.	
<b>Contract Duration</b>	
The contract will be for a total of 7 years, however the operational period for accepting referrals will be 5 years, with the remaining 2 years to enable outcomes to be realised. The contract will have a break clause allowing the contract to be terminated at any time giving 6 months' notice.	
<b>Lotting</b>	
The tender will be advertised as one lot, this has been proposed in order to: <ul style="list-style-type: none"> <li>• Ensure a coordinated and integrated approach to managing the Outcome Based model across the county</li> <li>• Obtain maximum interest of social investors</li> <li>• Take advantage of economies of scale and</li> <li>• Respond flexibly to evolving need.</li> </ul>	
<b>Evaluation</b>	
<b>Quality Criteria 60%</b>	<b>Financial Criteria 40%</b>
Social Value will account for 10% of the quality criteria. The objectives will be focused on promoting training and employment opportunities for people of Lancashire, particularly targeting more vulnerable young people and adults not in employment education or training, how interventions can benefit/support others in the community and how partnership working with other agencies can make local communities strong, self-reliant and cohesive.	
<b>Contract Detail</b>	
<p>The new Edge of Care contract will commission services on a payment for outcomes basis. This approach underpins the outcomes-based service which will bring the public, private and voluntary sectors together with social investors to solve the challenges faced and focus on delivering the outcomes we want.</p> <p>The Service will be targeted on primary and secondary school-age children and young people as they tend to have higher durations in care, and within the Districts with the highest rate of Children Looked After per 10,000 children under 18 years old, namely: Burnley, Hyndburn, Pendle and Preston areas of Lancashire. The Service will aim to improve life chances for children and young people in some of the most deprived areas of Lancashire. The specific social issue the Service seeks to address is a combination of avoiding the unnecessary entry of children and young people into care, reducing their duration in care, and impacting upon their high Risk of Not in Education, Employment, or Training (NEET) through improving educational engagement and reading age.</p> <p>The Service will operate at the cusp of care and for those in care; therefore both divert children and young people from entering care and reunify them from care to their families.</p>	



Soft market testing, service mapping and provider consultations have taken place to inform the commissioning and procurement strategy.

The procurement process will involve the selection of social investors and service deliverers, who from an initial tender stage, will help to determine the solutions and interventions to be used for the various cohorts through a series of negotiated stages (if applicable) before determining the final tender, which will ultimately be assessed on the basis of set award criteria. It is anticipated that approximately 854 individuals will be referred to the new Service.

The following are the outcomes of the Service:

- *Reduce the number of days children are in care\**
- *Improved family functioning*
- *Improve education attendance*
- *Improve reading age\**

\*these are the outcomes which are proposed will trigger an outcomes payment. All outcomes will be monitored to ensure the Providers are meeting the targets set, however they will not all be linked to the outcomes payment mechanisms.

The first outcome payment for days in care avoided is only paid at the end of the intensive intervention period (typically 12-16 weeks) which is a sufficient period to ensure the Council has achieved net costs savings after the outcome payment. Further days of care avoided payments will continue for a further 1 to 2 years to ensure sustained attainment of the outcome.

The saving anticipated by the contract is mainly through costs avoided rather than cashable savings. This is due to the majority of savings arising from the diversion of children and young people from entering care. The savings related to improving school attendance and reading age are generally not cashable savings for the Council, whereas these are important outcomes for the Service as a whole, and hence why these are funded through the Life Chances Fund grant.

It is intended that the Council will not specify the interventions to be used but adapt a 'black box' approach to encourage innovation and obtain services which make use of the optimum choice of proven interventions for the desired outcomes and target cohort. As such this procurement process will involve the option to negotiate tenderers proposals to improve and refine their contents.

It is intended that the new service will commence in September 2019.

<b>Procurement Title</b> Provision of Framework Agreement – Cleaning & Facilities Services	
<b>Procurement Option</b> OJEU – Open Tender	
<b>New or Existing Provision</b> New provision.	
<b>Estimated Annual Contract Value and Funding Arrangements</b> The estimated annual value is £10,040,750. The total value of the Framework over its maximum four-year term is £40,163,000.  This Framework is not drawn from a Council budget. This Framework may be accessed by educational and other establishments as part of a traded service, therefore these customers in each case will pay for the delivery of the services. The Council receives a net income overall for providing this traded service, as customers pay a fee to the Council in order to access the contracts and contract management by the Design and Construction Service.  There is no commitment, or guarantee of the value of work and/or number of call-offs to be placed with the suppliers appointed to the Framework.	
<b>Contract Duration</b> The Framework will be let for an initial period of one year from the 01 May 2019 to 30 April 2020, with an option to extend the contract beyond the initial term by a maximum of three years until 30 April 2023.  The Framework will contain a non-mutual termination clause for the Authority's use enabling termination on three months' notice.	
<b>Lots</b> This Framework is to be divided into two Lots:  Lot 1 - To be used for the majority of call-off contracts for cleaning services. Contracts let by mini-competition and will be 3 years in length, with an option to extend up to a further 2 years.  Lot 2 - To be used for a minority of call-off contracts for cleaning services. Emergency contracts, or short/medium term cover cleaners. Contracts let by mini-competition and generally a minimum of 1 year in length, with an option to extend for a further year, and a maximum of two years in total.	
<b>Evaluation</b>	
<b>Quality Criteria: 85%</b>	<b>Financial Criteria: 15%</b>
The Framework will be evaluated using the Crown Commercial Services Supplier Questionnaire which is compliant with the Public Contract Regulations 2015.  Stage 1: The Supplier Questionnaire will evaluate suppliers against the following criteria: mandatory and discretionary grounds to ascertain suppliers' financial status, technical capability questions, experience, and references, with particular reference to their ability to demonstrate their experience in operating in compliance with industry standards. Each tenderer must pass this stage in order to proceed to Stage 2.  Stage 2: The evaluation will be based on 85% Quality Criteria, 15% Financial Criteria. The Quality Criteria will include social value, at 10% of the overall weighting.	

Up to 20 tenderers will be appointed to the Framework. Call-off contracts via further competition will be evaluated according to project specific questions and pricing for individual cleaning contracts.

#### **Contract Detail**

The Council's Design & Construction Service provides a service to many educational establishments and Fire & Rescue Services throughout Lancashire. This may expand to the Police in the future. The service includes conducting procurement activity for these clients, putting in place contracts for cleaning services, and then managing these contracts on the client's behalf.

Currently, approximately 60 individual cleaning tenders are completed per annum. The high volume of individual tenders limits the value that can be added for each project. It also creates a large administrative burden on all parties involved, as each tender involves numerous documents, advertisements, time pressures, and repetitive evaluation procedures.

A framework agreement will mitigate many of these issues by reducing the amount of paperwork for each tender for all parties. This allows value to be added in other areas, for example tenderers can tailor their responses to greater effect and their bids may be more focused to the client's requirements.

#### **Review of Third Party Frameworks**

There are limited number of third party frameworks with Cleaning Services available. However, the use of a third party framework will exclude the majority of the local cleaning suppliers who currently deliver services to clients. This would be detrimental to the Council's current service offer to clients, who often prefer their incumbent supplier to be included within the tendering procedure.



**Report to the Cabinet**

Meeting to be held on Monday, 3 December 2018

**Report of the Head of Service, Highways****Part I**Electoral Division affected:  
Preston North;**Proposed Parking Controls for Various Roads, Fulwood, Preston - Objections**  
(Appendices 'A' to 'C' refer)

Contact for further information:

Eric Melling, Tel: (01772) 530253, Operations Engineer - Traffic  
eric.melling@lancashire.gov.uk**Executive Summary**

This report sets out proposals to introduce parking controls on nine streets in the Fulwood area of Preston. There is significant daytime parking on these roads due to staff, patients and visitors to the Royal Preston Hospital using the surrounding residential roads for parking as the parking facilities within the hospital are generally oversubscribed.

The proposals, which comprise no waiting and limited waiting restrictions as set out in Appendix 'B', have been advertised in the local press and on site and a number of objections have been received, although there is a high level of local demand to address the present situation.

**Recommendation**

Cabinet is asked to approve the making of a Traffic Regulation Order as set out in the plans attached as Appendix 'B' and the schedule at Appendix 'C'.

**Background and Advice**

Complaints have been received from residents in the Fulwood area, stating that staff, patients and visitors to the Royal Preston Hospital are parking in unsuitable locations including residential cul-de-sacs. They contend that this indiscriminate and, at times, obstructive parking is creating difficulties for the general movement of vehicles along some roads and at junctions, along with problems for access and egress to and from private driveways.

## Consultations

In response to these complaints proposals for 18 roads were developed, as set out in Appendix 'A', and a preliminary consultation was carried out with the most affected properties at each location, between 15 January 2018 and 9 February 2018.

A large number of replies, (143 returned from 274 letters sent out) to the initial consultation were received. Following consideration of the representations made and consultation with the divisional county councillor, the following actions were taken to revise the proposals:

1. The proposals for Princes Drive, Hawkhurst Drive, Raleigh Road, Methuen Avenue, Yewlands Avenue, Yewlands Drive and Yewlands Crescent, were withdrawn.
2. The proposals for Beech Drive, Janice Drive, Broadway, Masonwood, Sharoe Mount Avenue, Heaton Mount Avenue, Moorfields Avenue and Longfield were amended to accommodate the resident's representations.
3. The proposals for Garstang Road were un-changed.

The revised proposals, comprising the eleven locations described in sections 2 and 3 above and shown in Appendix 'B' were taken forward to the public advertisement and consultation stage of the formal process of making a traffic regulation order.

Details of the revised proposals were advertised in the local press, notices placed on site and the affected residents notified directly.

This formal consultation process was carried out between 10 August 2018 and 7 September 2018

The divisional county councillor, Preston City Council and all of the other usual consultees in this area were also consulted.

This resulted in a total of 18 responses being returned in relation to the following seven locations.

1.Janice Drive, 2.Broadway, 3.Masonwood, 4.Sharoe Mount Avenue/Heaton Mount Avenue, 5.Moorfields Avenue, 6.Broadwood Drive, 7.Cross Green Road

The queries, comments and objections submitted by the respondents were very similar and are summarised below followed by officer comments;-

1. *Original proposal has been changed to a brand new "alternative suggestion" Where did this come from? What other options have been considered such as 2 hour parking with no return with 1 hour or similar for non-residents?*
2. *Are Bank Holidays to be exempt from the proposals?*
3. *What compensation will be available for the devaluation of property?*

4. *Is the council prepared to pay to convert my garden into a bigger drive?*
5. *Will "Blue Badge" holders be exempt from the restrictions?*
6. *Has a residential / residents only parking scheme been considered?*
7. *The proposed restrictions will prevent residents from parking on the street outside their own properties during the day and will actually exacerbate the problem. Residents will, along with hospital staff and visitors be displaced onto neighbouring streets.*
8. *Waste of tax payers money which will only enforce rules that exist within the Highway Code, anyone obstructing a junction should be given a penalty notice/and or their vehicle removed.*
9. *Failure of legal obligation to notify all residents which the proposed restrictions will impact. (An example was cited of a house falling within the proposed zone which it is alleged has not received any formal notification).*
10. *How will residents be able to have work done on their homes?*
11. *Restrictions should be extended over a wider area.*
12. *Why does the restriction have to be 8am-5pm, on what basis has this decision been made?*

## **Comment**

Comments are set out below on each of the above representations;-

1. This first point relates specifically to the proposals for Sharoe Mount Avenue and Heaton Mount Avenue where a letter providing an update on the proposals was sent out after the preliminary consultation. This indicated that the majority of respondents did not support the 'blanket' daytime parking restriction that had been suggested. However, it then went on to say that an alternative suggestion of limited period waiting bays had been put forward by some of the residents. This suggestion was accepted and the proposal revised to include several sections of limited period waiting, 2 hours no return within 2 hours, Monday to Friday, 10am to 5pm. This is what has now been formally consulted on.
2. Exemptions for, bank holidays or any other periods are not included within any of the proposed parking restrictions.
3. Property values or compensation are not material to the consideration of parking controls to maintain the safe and efficient use of the public highway.
4. No rights would be removed through the introduction of parking restrictions and the county council is not obligated to make arrangements for any vehicles that might be displaced by them.

5. The "Blue Badge" scheme allows a vehicle displaying a badge to wait on single and double yellow line restrictions for up to 3 hours, provided that a loading/unloading restriction is not also in place, and obstruction or other road safety risks are not being created. The display of the Blue Badge also allows a vehicle to wait in a limited period bay for an unlimited period.
6. The majority of properties, on the streets in the areas covered by the proposals have off road parking available. They do not therefore meet the essential qualifying criteria to be considered for permit parking.
7. Where restrictions are considered necessary in residential roads, it is the case that some residents will be directly affected. Displacement of parking may well occur as a result of this proposal and this will be monitored and any impacts addressed as they arise.
8. The Highway Code does advise that drivers should not stop or park in certain locations, including within 10 metres of, or opposite a junction. This however, does not in itself carry any legal weight. Whilst Lancashire Constabulary has powers to deal with obstruction the county council has no powers to issue penalty charge notices where no regulations are in place.
9. The correct consultation process with residents about the proposals was followed. Advertisements were placed in the local press, notices displayed on site and information sent out to all affected properties, including a resident of the property referred to above who did respond to both the preliminary consultation and then again when the proposals were publicly advertised.
10. Arrangements can be made, if considered appropriate, to allow temporary exemptions to the restrictions for such works to take place.
11. The locations that have been considered are those from where complaints have been made. It is likely that the introduction of parking restrictions over a wider area would result in strong opposition from the residents who are not currently experiencing any significant parking related problems.
12. The times of operation of the proposed additional parking controls on several of the locations is the same as the main daytime restriction, i.e. 8am - 5pm that is already used throughout the existing controlled parking zone. Using different times for the new proposals would create confusion.

### **Implications:**

This item has the following implications, as indicated:

### **Financial**

The costs of the Traffic Regulation Order will be funded from within the 2018/19 revenue budget for new signs and lines at an estimated cost of £2,500.



## **Legal**

The proposed Traffic Regulation Order was advertised under the relevant sections of the Road Traffic Regulation Act 1984.

## **Risk management**

Road safety and general traffic movement on the various roads may be compromised should the proposed restrictions not be approved.

## **List of Background Papers**

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



# Moorfields Avenue



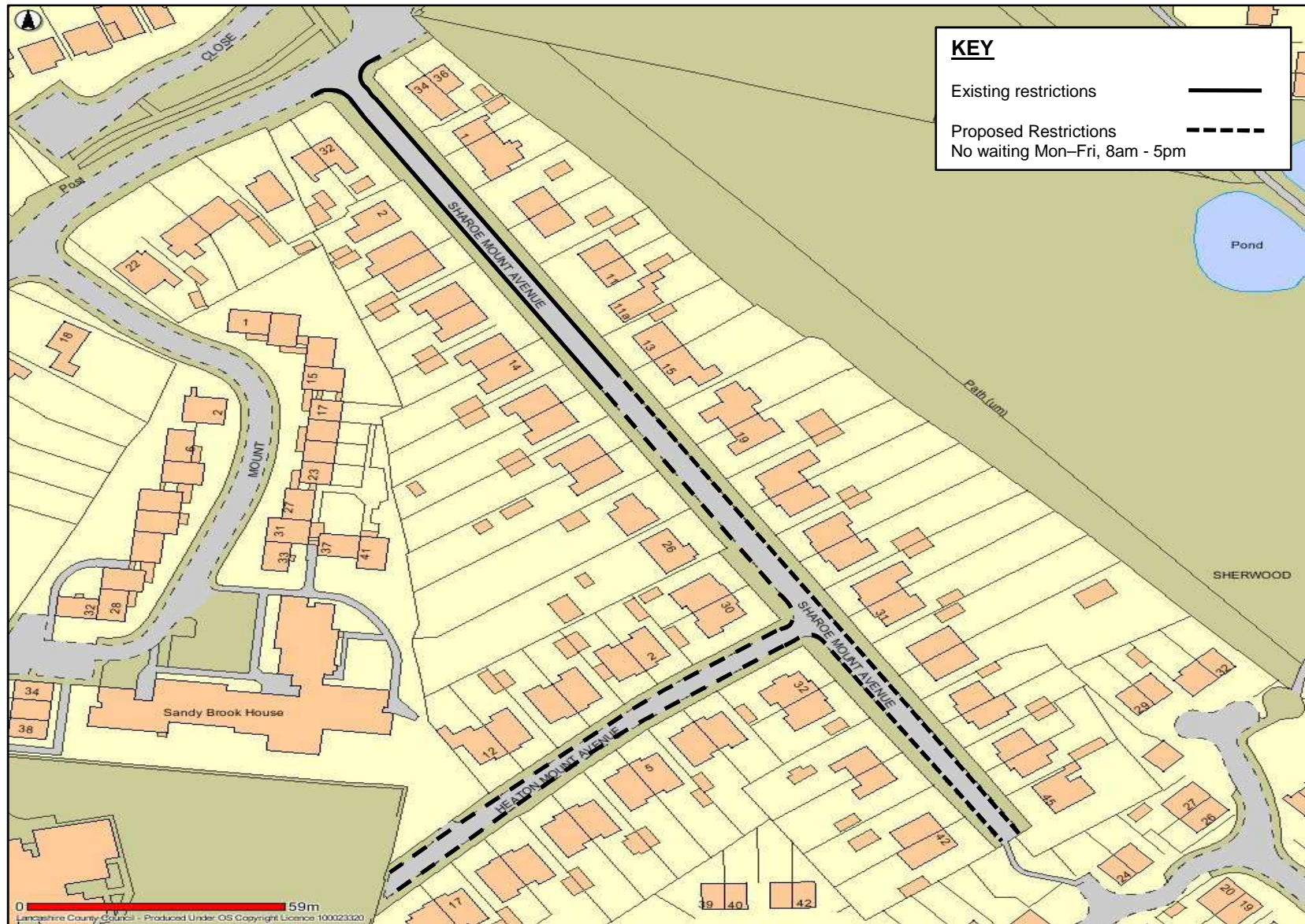
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# Longfield



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# Sharoe Mount Avenue & Heaton Mount Avenue



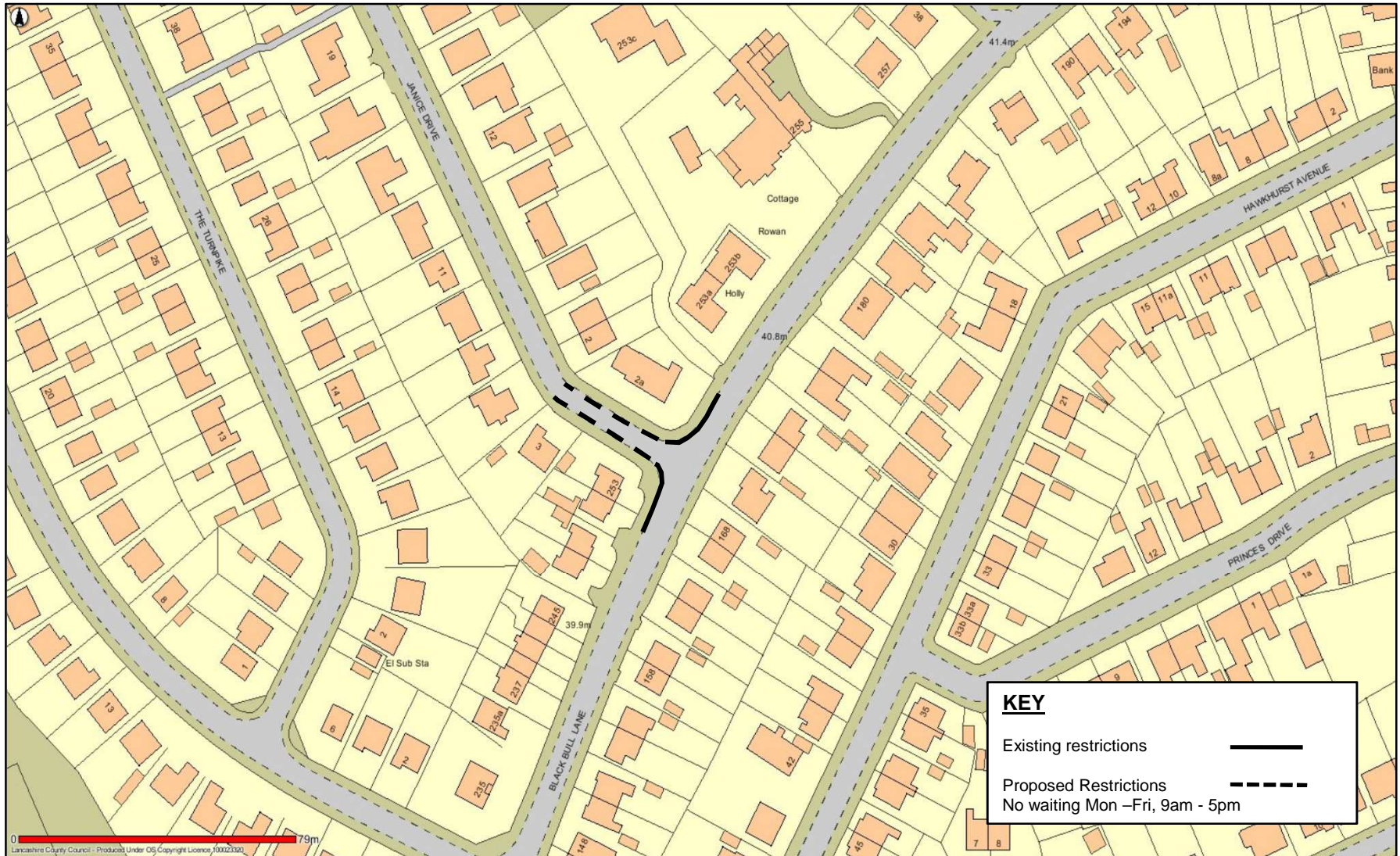
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# Broadway – Proposed Parking Controls



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# Janice Drive



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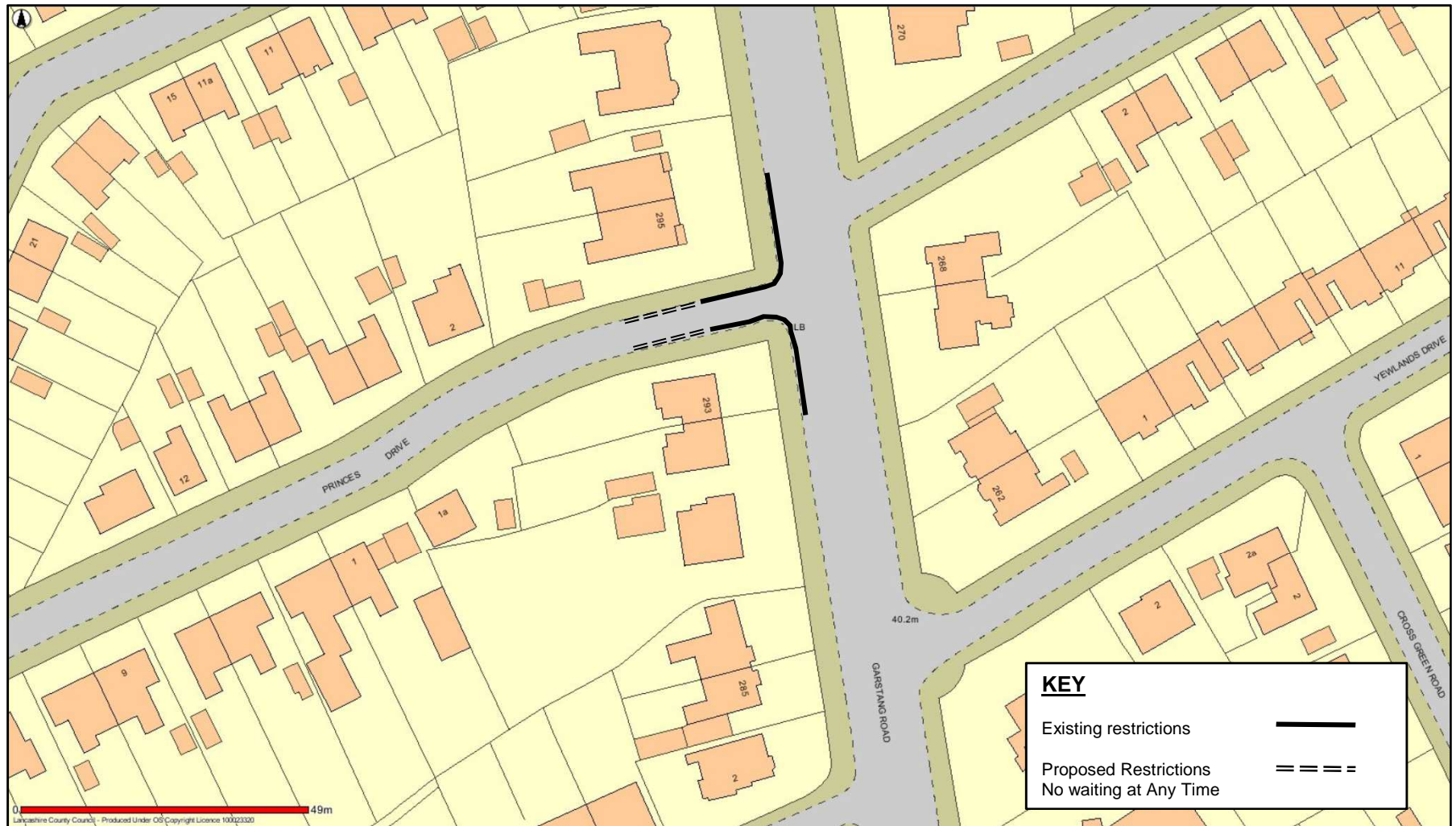
# Hawkhurst Avenue



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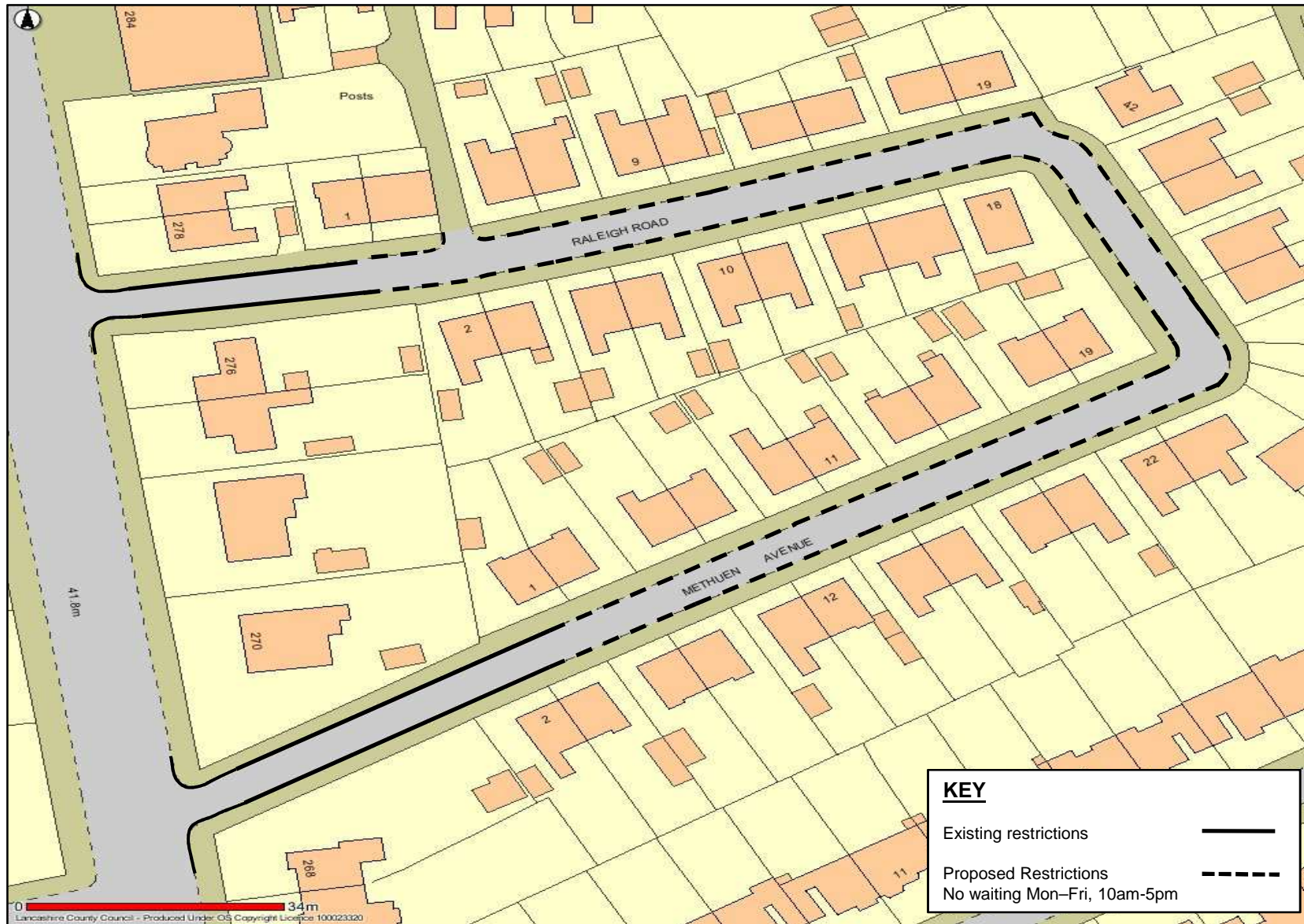


# Princes Drive



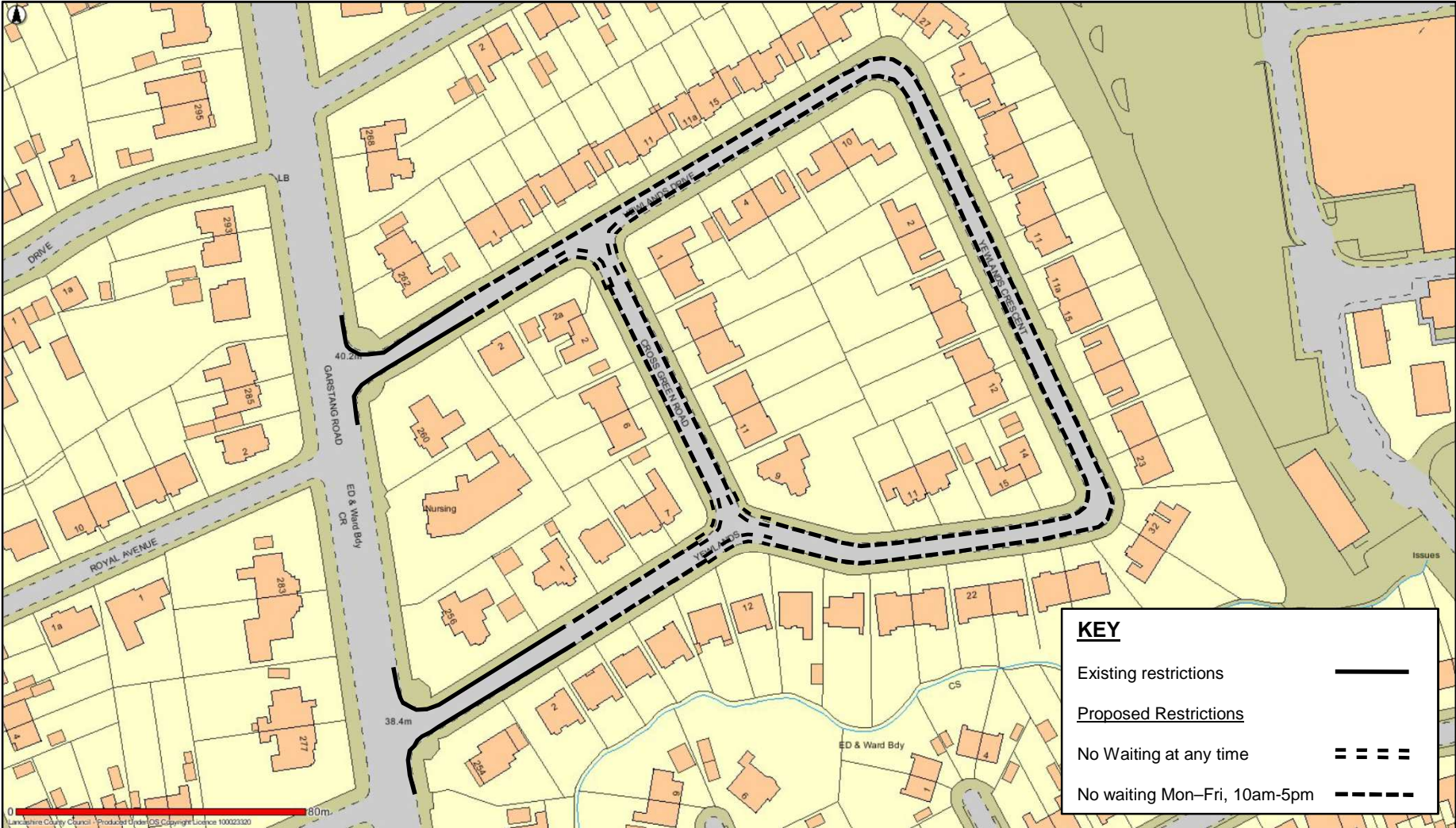
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# Raleigh Road & Methuen Avenue



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# Yewlands Drive & Cross Green Road



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# Masonwood



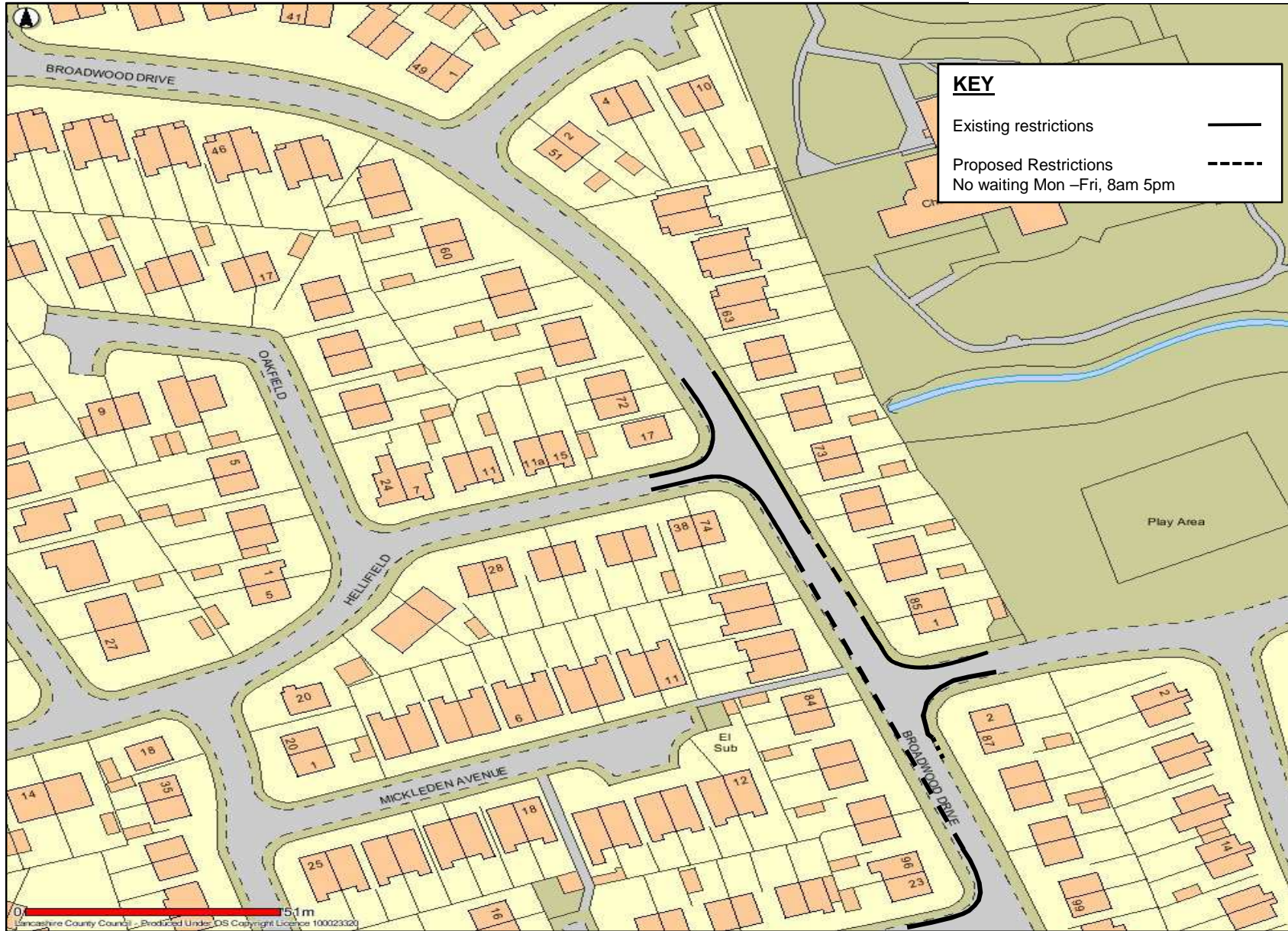
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# Beech Drive



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# Broadwood Drive



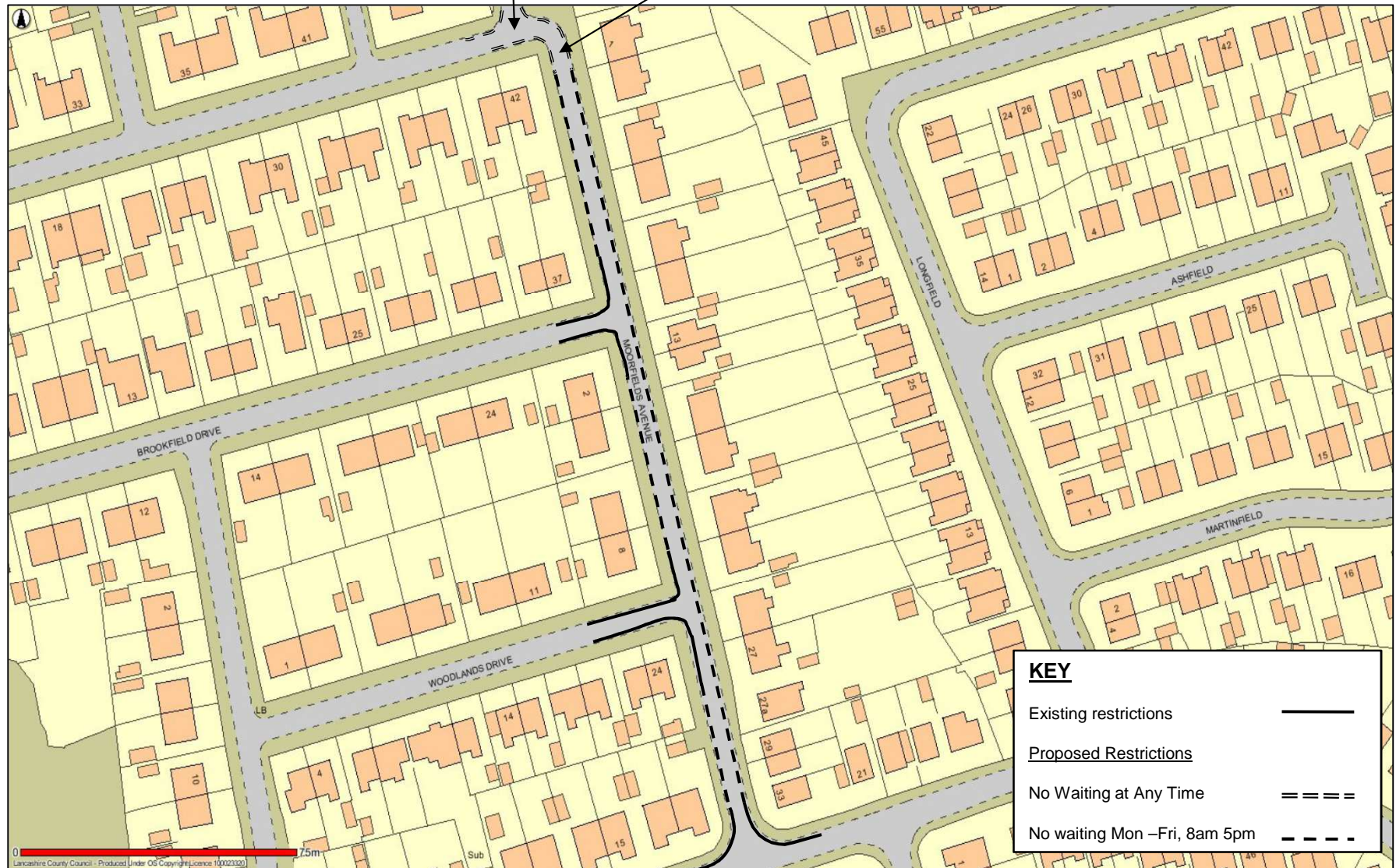
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# Moorfields Avenue

NWAAT  
20.00m(NS) & 18.00m(SS)  
west of the centreline of  
Moorfields Avenue

NWAAT  
13.00m both sides south of  
centreline of Parklands  
Drive

Page 219



Appendix B

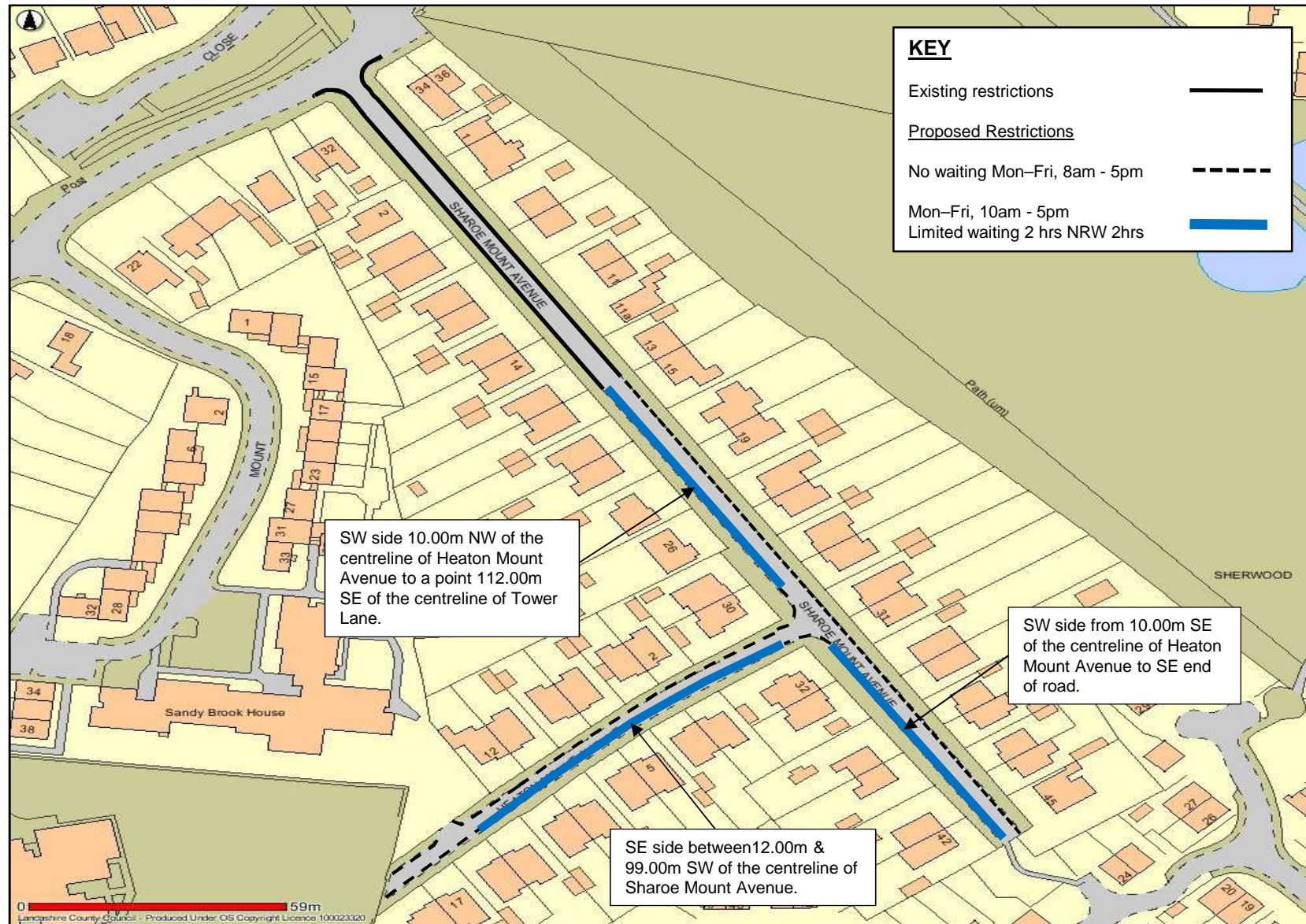
# Longfield



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# Sharoe Mount Avenue & Heaton Mount Avenue



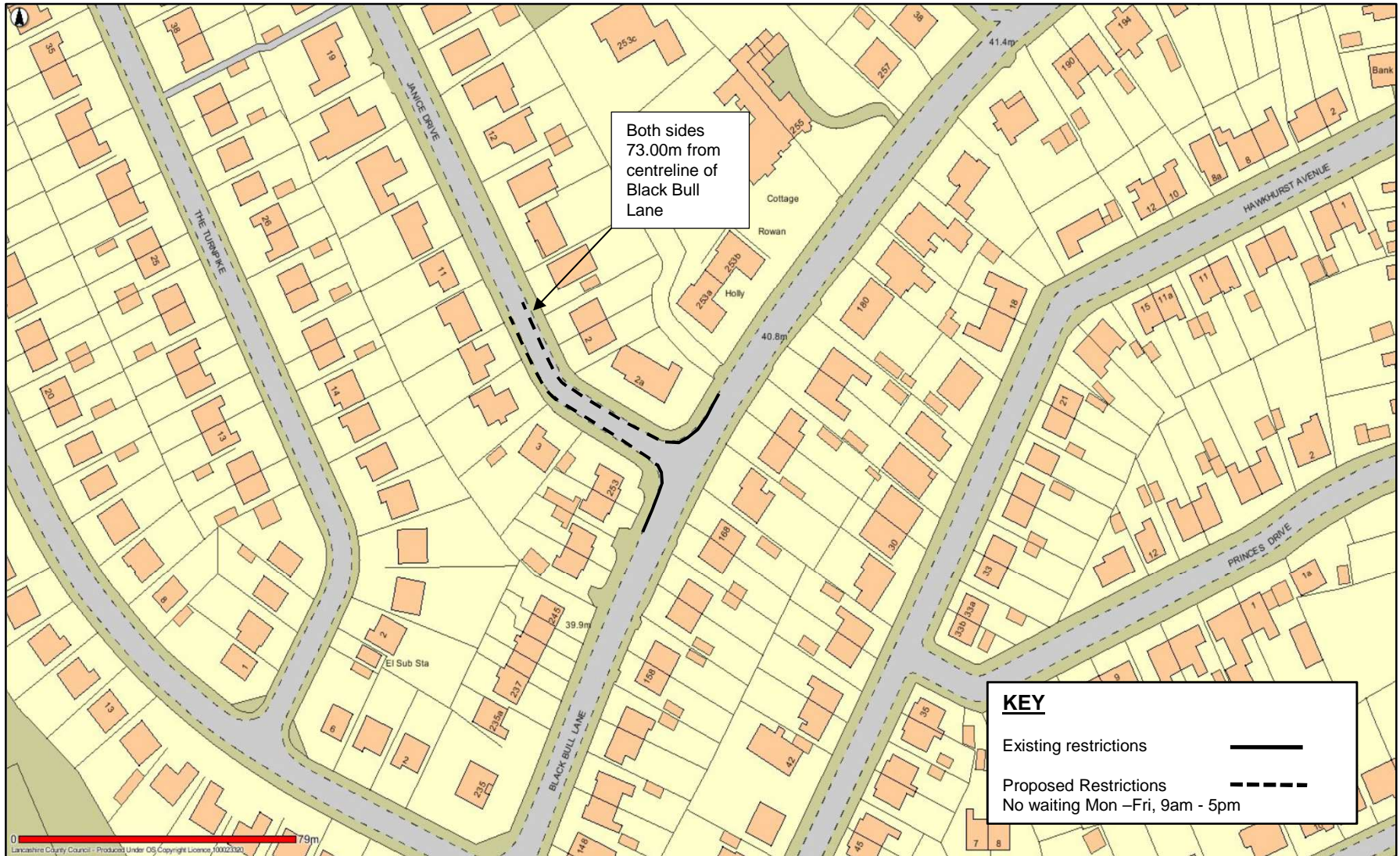
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# Broadway – Proposed Parking Controls



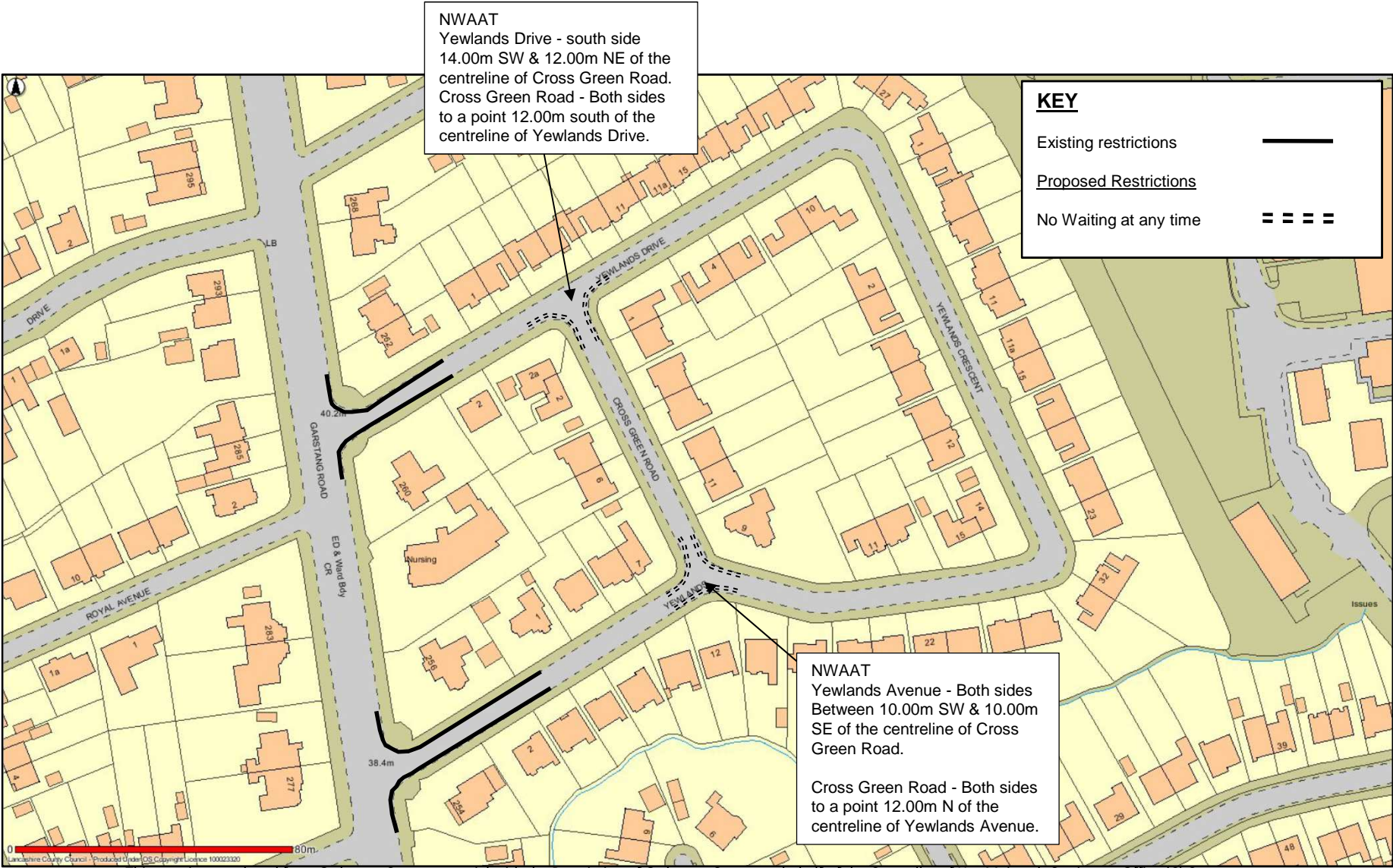
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# Janice Drive



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# Yewlands Drive & Cross Green Road



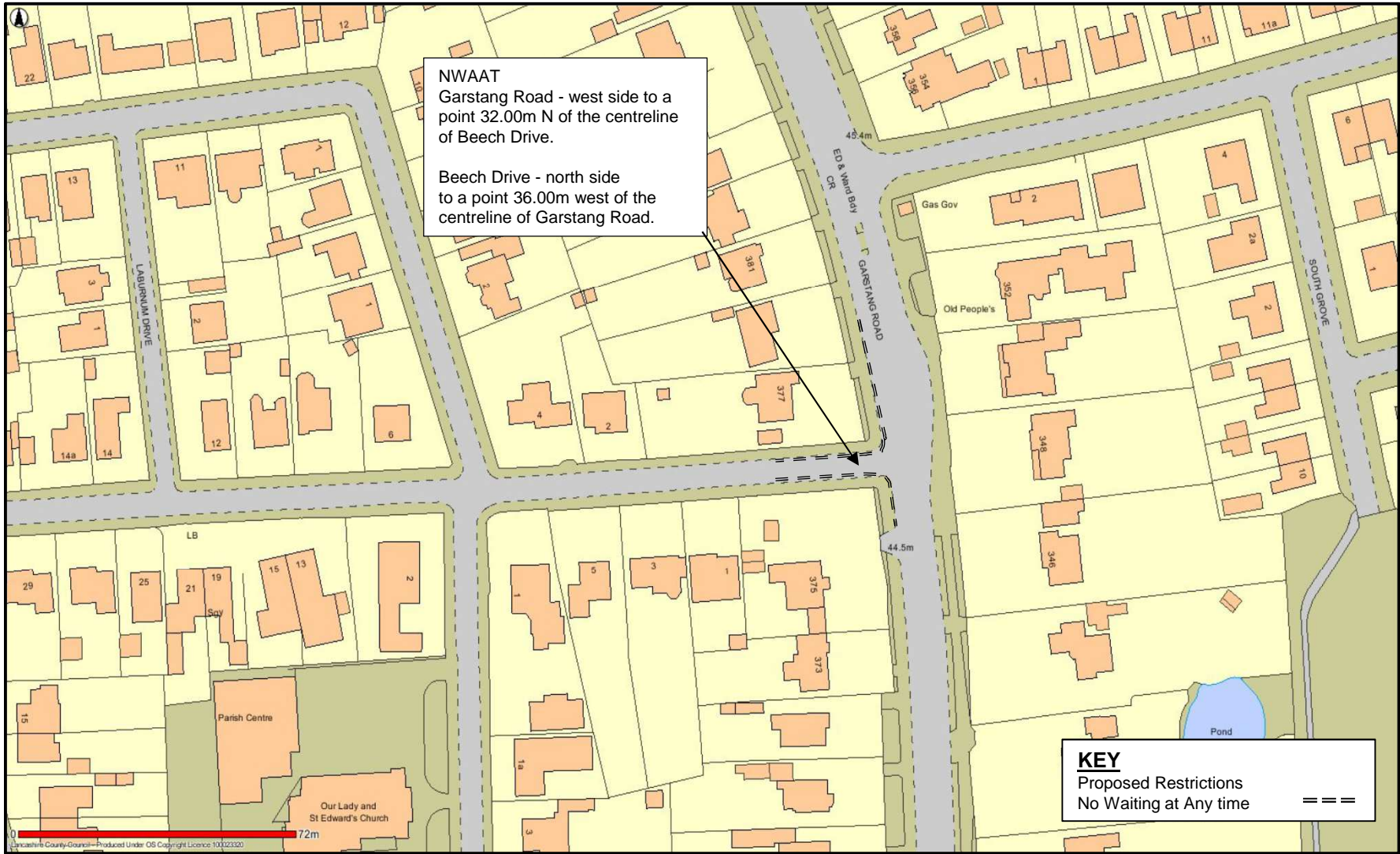
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# Masonwood



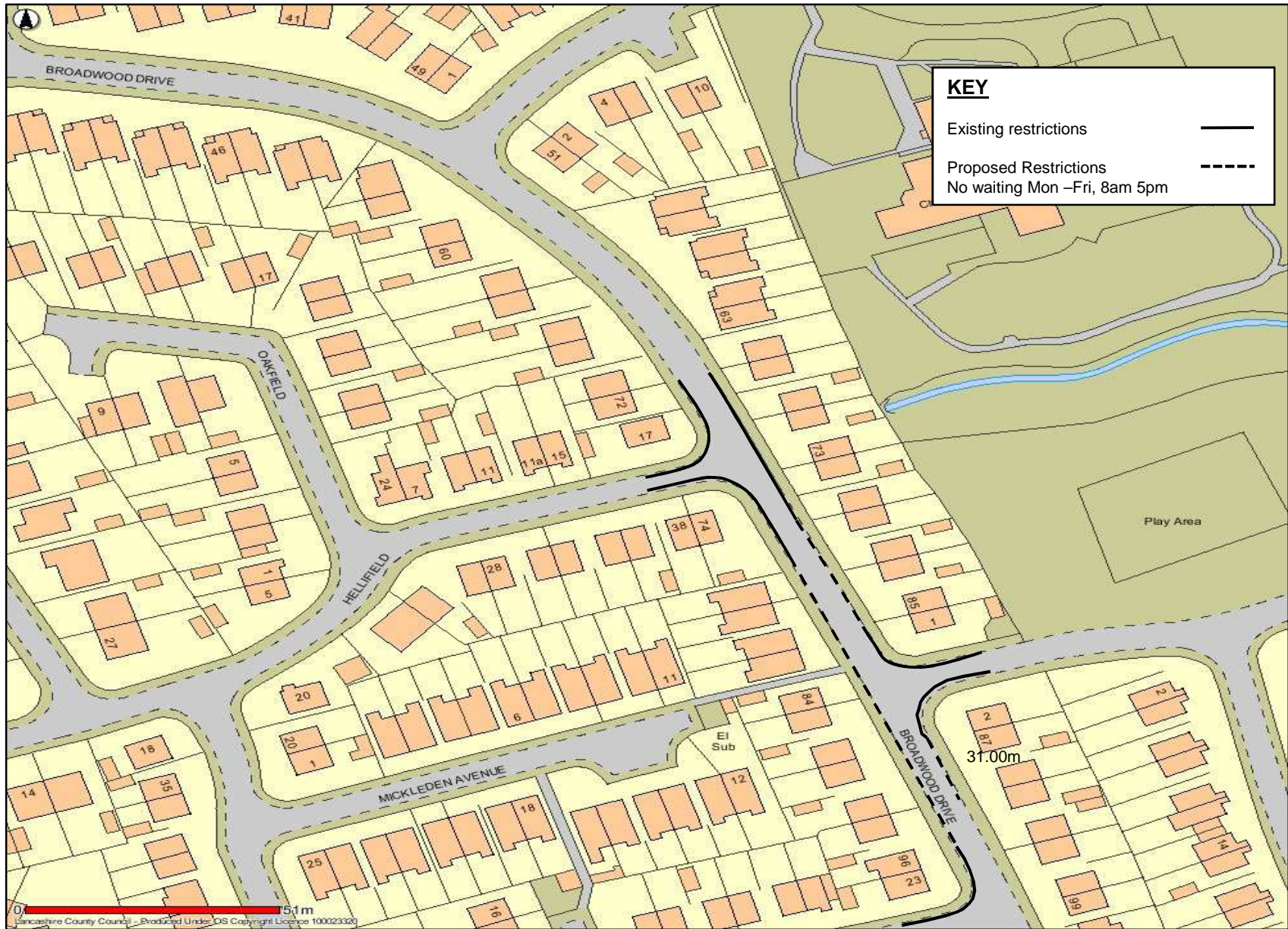
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# Beech Drive



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# Broadwood Drive







## LIST OF SCHEDULES

- 10.01 No Waiting at Any Time
- 11.037 No Waiting Mon-Fri 8am-5pm
- 11.061 No Waiting Mon-Fri 9am-5pm
- 12.514 Limited Waiting 2 Hours No Return Within 2 Hours Mon-Fri 10am-5pm

### **Schedule No**

#### **10.01 No Waiting at Any Time**

- (i) Beech Drive, Fulwood, both sides from its junction with Garstang Road to a point 36 metres west of the centreline of Garstang Road
- (ii) Broadway, Fulwood, both sides from a point 60 metres north-west of the centreline of Black Bull Lane to a point 128 metres south-west of the centreline of Greenway Including the turning head
- (vi) Cross Green Road, Fulwood, both sides from its junction with Yewlands Avenue to a point 12 metres north of the centreline of Yewlands Avenue
- (x) Cross Green Road, Fulwood, both sides from its junction with Yewlands Drive to a point 12 metres south-east of the centreline of Yewlands Drive
- (xiv) Garstang Road, Preston, the west side from a point 32 metres north of the centreline of Beech Drive to a point 16 metres south of the centreline of Beech Drive
- (xviii) Masonwood, Fulwood, both sides from its junction with Sherwood Way to a point 23 metres south-east of the centreline of Sherwood Way
- (xxii) Moorfields Avenue, Fulwood, both sides from its junction with Parklands Drive to a point 13 metres south of the centreline of Parklands Drive
- (xxvi) Parklands Drive, Fulwood, the north side from a point 22 metres west of the centreline of Moorfields Avenue to its junction with Moorfields Avenue
- (xxx) Parklands Drive, Fulwood, the south side from a point 18 metres west of the centreline of Moorfields Avenue to its junction with Moorfields Avenue
- (xxxiv) Yewlands Avenue, Fulwood, both sides from a point 10 metres east of the centreline of Cross Green Road to a point 10 metres west of the centreline of Cross Green Road
- (xxxviii) Yewlands Drive, Fulwood, the south-east side from a point 14 metres west of the centreline of Cross Green Road to a point 12 metres north-east of the centreline of Cross Green Road

## Schedule No

### 11.037 No Waiting Mon-Fri 8am-5pm

- (i) Broadwood Drive, Fulwood, the east side from a point 19 metres north of the centreline of Hellifield to a point 30 metres south of the centreline of Levensgarth Avenue
- (ii) Broadwood Drive, Fulwood, the west side from its junction with Gatesgarth Avenue to a point 19 metres north of the centreline of Hellifield
- (vi) Heaton Mount Avenue, Fulwood, the north-west side from its junction with Sharoe Mount Avenue for its entire length.
- (x) Heaton Mount Avenue, Fulwood, the south-east side from its junction with Sharoe Mount Avenue to a point 12 metres south-west of the centreline of Sharoe Mount Avenue
- (xiv) Heaton Mount Avenue, Fulwood, the south-east side from a point 99 metres south-east of the centreline of Sharoe Mount Avenue for a distance of 29 metres in a south-westerly direction
- (xviii) Longfield, Fulwood, both sides from its junction with Broadwood Drive to a point 33 metres north of the centreline of Martinfield
- (xxii) Martinfield, Fulwood, both sides from its junction with Longfield to a point 16 metres east of the centreline of Longfield
- (xxvi) Masonwood, Fulwood, both sides along the main spinal section, from a point 23.00m south-east of the centre line of Sherwood Way for a distance of 157.00m. Including the turning head between houses Nos 52 & 52 and for a distance of 38 along the spur serving houses Nos 16-44
- (xxx) Moorfields Avenue, Fulwood, the east side from a point 13 metres south-east of the centreline of Parklands Drive to its junction with Broadwood Drive
- (xxxiv) Moorfields Avenue, Fulwood, the west side from a point 13 metres south of the centreline of Parklands Drive to a point 15 metres north of the centreline of Brookfield Drive
- (xxxviii) Moorfields Avenue, Fulwood, the west side from a point 15 metres south of the centreline of Brookfield Drive to a point 15 metres north of the centreline of Woodlands Drive
- (xlii) Moorfields Avenue, Fulwood, the west side from a point 15 metres south of the centreline of Woodlands Drive to its junction with Broadwood Drive
- (xlvi) Sharoe Mount Avenue, Fulwood, the north-east side from its junction with Tower Lane for its entire length.
- (l) Sharoe Mount Avenue, Fulwood, the south-west side from a point 10 metres north-west of the centreline of Heaton Mount Avenue to a point 10 metres south-east of the centreline of Heaton Mount Avenue
- (liv) Sharoe Mount Avenue, Fulwood, the south-west side from its junction with Tower Lane to a point 112 metres south-east of the centreline of Tower Lane

**Schedule No**

**11.061 No Waiting Mon-Fri 9am-5pm**

Janice Drive, Fulwood, both sides from its junction with Black Bull Lane to a point 73 metres north-west of the centreline of Black Bull Lane

**Schedule No**

**12.514 Limited Waiting 2 Hours No Return Within 2 Hours Mon-Fri 10am-5pm**

- (i) Heaton Mount Avenue, Fulwood, the south-east side from a point 12 metres south-west of the centreline of Sharoe Mount Avenue to a point 99 metres south-west of the centreline of Sharoe Mount Avenue
- (ii) Sharoe Mount Avenue, Fulwood, the south-west side from a point 10 metres south-east of the centreline of Heaton Mount Avenue for a distance of 69 metres in a south-easterly direction
- (vi) Sharoe Mount Avenue, Fulwood, the south-west side from a point 112 metres south-east of the centreline of Tower Lane to a point 10 metres north-west of the centreline of Heaton Mount Avenue

**SCHEDULE OF REVOCATIONS**

**Items to be revoked from:**

**LANCASHIRE COUNTY COUNCIL (PRESTON AREA) (ON STREET PARKING PLACES, PROHIBITION AND RESTRICTION OF WAITING) CONSOLIDATION ORDER 2009**

**No Waiting At Any Time**

Masonwood, both sides, from its junction with Sherwood Way for a distance of 15 metres in a south easterly direction

**Items to be revoked from:**

**LANCASHIRE COUNTY COUNCIL (SHAROE GREEN LANE AREA, FULWOOD, PRESTON, PRESTON CITY) (ONE WAY TRAFFIC, PROHIBITION AND RESTRICTION OF WAITING, PROHIBITION OF LOADING/UNLOADING, AND PART REVOCATION) ORDER 2012**

**No Waiting Mon-Fri 8am-5pm**

- (i) Broadwood Drive, both sides, between points 19 metres north and 19 metres south of Hellifield
- (ii) Broadwood Drive, the east side, from a point 15 metres north of Levensgarth Avenue to a point 15 metres south of Levensgarth Avenue
- (vi) Broadwood Drive, the west side, from Gatesgarth Avenue for a distance of 14 metres in a northerly direction

**Items to be revoked from:**

**LANCASHIRE COUNTY COUNCIL (VARIOUS ROADS, FULWOOD, PRESTON CITY)  
(PROHIBITION OF WAITING, RESTRICTION OF WAITING, LIMITED WAITING  
AND DISABLED PARKING PLACES) ORDER 2012**

**No Waiting Mon-Fri 8am-5pm**

- (x) Longfield, both sides, from its junction with Broadwood Drive for a distance of 15 metres in a northerly direction
  
- (xiv) Longfield, both sides, from its junction with Broadwood Drive for a distance of 15 metres in a northerly direction
  
- (xviii) Moorfields Avenue, both sides, from its junction with Broadwood Drive for a distance of 15 metres in a northerly direction
  
- (xxii) Moorfields Avenue, both sides, from its junction with Broadwood Drive for a distance of 15 metres in a northerly direction

**Items to be revoked from:**

**LANCASHIRE COUNTY COUNCIL (SHAROE MOUNT AVENUE, PRESTON, PRESTON CITY)  
(RESTRICTION OF WAITING) ORDER 2013**

**No Waiting Mon-Fri 8am-5pm**

- (xxvi) Sharoe Mount Avenue, both sides, from its junction with Tower Lane to a point 112 metres south-east of the centreline of Tower Lane

**Report to the Cabinet**

Meeting to be held on Thursday, 3 December 2018

**Report of the Head of Service, Design and Construction****Part I**

Electoral Division affected:  
Wyre Rural Central;

**Proposed Zebra Crossing, Lancaster Road, Knott End-on-Sea**

(Appendix 'A' refers)

Contact for further information:

Kieran Holliday, Tel: (01772) 534389, Design and Construction

kieran.holliday@lancashire.gov.uk

**Executive Summary**

This report sets out a proposal to provide a zebra crossing and associated works on B5270 Lancaster Road, Knott End-on-Sea, to which objections have been received.

**Recommendation**

Cabinet is asked to approve the installation of a zebra crossing and associated works on Lancaster Road, Knott End-on-Sea as shown in Appendix 'A'.

**Background and Advice**

It is proposed to construct a zebra crossing on Lancaster Road, Knott End-on-Sea, located east of the junction with Clarence Avenue. The location has been determined following analysis of accident records and on site surveys of current crossing desire lines.

The provision of a zebra crossing will provide greater inter-visibility between vehicles and pedestrians and should help to reduce conflict between vehicles and vulnerable users, thus allowing for safer pedestrian movements whilst crossing Lancaster Road.

**Consultations**

In October 2017, the proposed zebra crossing was formally advertised, resulting in concern over the loss of limited waiting spaces. Following this feedback the proposals now include the re-location of limited waiting spaces within a new lay-by constructed adjacent to the crossing, these additional proposals being subject to further consultation undertaken in May/June 2018.

Two objections to the proposals have been received as summarised below:-

### **Objections**

1. The crossing is located too near the Clarence Avenue junction, it should be located further east to prevent conflict between pedestrians and vehicles.

### **Response**

It is very common for pedestrian desire lines to be close to junctions or other areas of traffic interaction. It is highly likely that pedestrians would continue to use the same desire line and ignore the crossing if it were to be located elsewhere.

The proposed crossing is 13 metres away from the junction, this is well within current standards, the minimum distance being 5 metres.

2. The crossing and associated zig zag markings will remove parking. Many of the residents are elderly and they will have no alternative parking provision in the vicinity.

### **Response**

The design has been revised to include the construction of a new lay-by adjacent to the crossing which will see the limited waiting spaces, albeit less one, relocated within it. As there is no automatic right to park on the highway, the provision of such amenity has to be balanced against the needs of other highway users and it is considered that these proposals balance the needs of users appropriately.

### **Implications:**

This item has the following implications, as indicated:

### **Risk management**

This proposal would create a controlled crossing facility at an existing uncontrolled crossing point and would reduce the risk to pedestrians wishing to cross Lancaster Road. The crossing and associated work should encourage slower vehicle speeds and create a safer environment.

### **Financial**

The estimated cost of the proposals is £60,830.68 and will be part funded from the remainder of the current Road Safety allocation with the remainder (£49,000) funded from additional borrowing. Project ID 2780.

### **Legal**

The proposals have been drafted and advertised in accordance with the provisions of section 23 of the Road Traffic Regulation Act 1984 to establish a Zebra Crossing on Lancaster Road, Knott End-on-Sea.

## List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A









**Report to the Cabinet**

Meeting to be held on Monday, 3 December 2018

**Report of the Head of Service, Planning and Environment****Part I**Electoral Division affected:  
Lancaster Rural North;**A601(M) Carnforth Link Revocation of Special Road Scheme**

(Appendices 'A' and 'B' refer)

Contact for further information:

Dave Colbert, Tel: (01772) 534501, Specialist Advisor Transport Planning

dave.colbert@lancashire.gov.uk

**Executive Summary**

Lancaster City Council's Planning Committee has approved an application to develop land adjacent to the A601(M) south of Junction 35 near Carnforth for a car showroom, with vehicular access taken from the A601(M). The A601(M) is designated a special road and covered by motorway regulations. The county council considers that this short section of special road no longer needs to be a special road, and proposes to seek an agreement with the developer to meet the costs of a Scheme to revoke this special road designation along with the removal of motorway regulations, and reclassify the road as an all-purpose 'B' road. The developer has indicated his willingness to cover the costs.

To expedite this change and to enable the development to progress at the earliest opportunity, it is proposed that the special road designation of only part of the A601(M), between the B6254 Kellet Road and the M6 Junction 35 roundabout, and the Junction 35 roundabout itself, be revoked. This is the length the developer requires access to. In order to maintain a safe environment on the affected highways and to deter vehicles from stopping on the carriageway, existing prohibitions will be retained using Traffic Regulation Orders. Appendix 'B' includes a schematic of the overall approach proposed.

**Recommendations**

Cabinet is asked to:

- (i) Approve the approach outlined in this report and summarised above.
- (ii) Once agreement is reached under S278 Highways Act that the developer meets the costs to make a Scheme under S16 and 326 Highways Act 1980, to authorise the Director of Corporate Services to revoke the special road

designation of the A601(M) between the B6254 Kellet Road and the M6 Junction 35 roundabout, and the Junction 35 roundabout, and to carry out the relevant procedural steps and promote same for confirmation by the Secretary of State.

## **Background and Advice**

The A601(M) links the A6 to the north of Carnforth with the B6254 to the east of the town and is currently designated a principal motorway, for which the county council is the highway authority. Its principal function is to connect the local road network with the M6 at Junction 35. A location plan is attached as Appendix 'A'.

The longer, north-western section of the A601(M) is a dual two lane carriageway road with discontinuous hard shoulders, built originally as part of the M6 Lancaster Bypass, which opened in 1960. It retained its motorway designation and M6 numbering even after subsequent extension of the M6 northward towards Kendal and eventually Carlisle.

In 1987, the county council constructed a short section of new single carriageway road to connect Junction 35 with the B6254 east of Carnforth, its purpose being to remove quarry traffic from the town centre. Motorway restrictions were applied and both link roads numbered A601(M), notwithstanding the creation of an effective through route between the A6 and the B6254 avoiding Carnforth. This, together with the Junction 35 roundabout, is the section of motorway that the county council proposes is no longer needed as a special road, to be replaced by a highway in its place that is an all-purpose B class highway. The reason behind the original designation is now not as apparent as it presumably was decades ago.

The single carriageway road was designated a special road under Sections 16, 17 and 326 of the Highways Act 1980 (*The Lancashire County Council (Carnforth Link) Special Road Scheme 1985*), for exclusive use by traffic of classes I and II as set out in Schedule 4 of said Act. At the same time, the extant north-western section and the roundabout at Junction 35 were de-trunked (*The Lancashire County Council (Carnforth Link) Transfer of Highways and Alterations of Side Roads Order 1985*). The county council is therefore the special road authority for the whole of the A601(M).

In April 2018, Lancaster City Council's Planning Committee approved an application to develop land adjacent to the A601(M) south of Junction 35 for a car showroom and associated uses, with vehicular access taken from the A601(M). This particular section of the A601(M) is highly unusual in being a single carriageway road covered by motorway regulations and therefore without footways. The developer has raised the issue of why this short section of road is still a motorway. In line with standards contained in the Design Manual for Roads and Bridges, for safety and operational reasons the county council considers that it would, if the developer meets all costs, be appropriate to seek to revoke the special road designation along with the removal of motorway regulations and reclassification as an all-purpose road. Revocation of the special road designation will require a Scheme under Section 16 and 326 of the Highways Act 1980 to revoke the earlier 1985 Scheme.

In its response to the city council on the submitted planning application, the county council raised no objection in principle to the development proposal subject to securing a satisfactory Section 278 agreement under the Highways Act 1980 and the developer agreeing to pay all costs associated with the revocation of the special road designation and subsequent reclassification.

To expedite this change and to enable the development to progress at the earliest opportunity, it is proposed that only the special road designation of the A601(M) between the B6254 Kellet Road and the M6 Junction 35 roundabout, and the Junction 35 roundabout itself, be revoked. The dual carriageway section to the north-west linking Junction 35 with the A6 roundabout at Pine Lake would remain A601(M) with motorway regulations intact, and the county council would continue to be the special road authority. This approach removes the need to alter/replace strategic direction signs on the M6 main line carriageways, which could prove very expensive and time-consuming, and significantly reduces the risk of objections to the revocation Scheme.

Reclassification will require a new road number as the A601 is already in use (Derby Inner Ring Road). Since April 2012, local highway authorities have much greater responsibility for road classification and numbering. A reclassified A601(M) would not need to be part of the Primary Route Network, as it does not form part of an effective route between primary destinations. It is therefore proposed that the de-specialised lengths of A601(M) be reclassified as a 'B' road and renumbered B6601; this number has been provisionally reserved with the Department for Transport. All direction signing on affected highways will need replacing to show the new road number, including the M6 northbound and southbound exit slip roads. The strategic direction signs on both M6 main line carriageways only specify Carnforth as a forward destination along the A601(M) and A6, so will not require amending or replacing.

In order to maintain a safe environment on the affected highways and to deter vehicles from stopping on the carriageway, the county council is proposing to retain existing prohibitions as far as possible through the following measures:

- The B6601 (including the M6 Junction 35 roundabout) to be designated a Clearway and subject to a 50mph speed limit;
- Pedestrians, cyclists, equestrians and horse-drawn vehicles to be prohibited from using the B6601 by Traffic Regulation Order; and
- Access to the development site on foot or cycle to be taken from Kellet Road.

Other classes of traffic prohibited from accessing motorways by motorway regulations, for example, learner drivers and agricultural vehicles, will have the opportunity to 'u-turn' at the M6 Junction 35 roundabout. The precedent for adopting the above approach is the revocation scheme made by Trafford Borough Council in November 2005 in relation to the A6144 Carrington Spur and implemented in February 2006.

Appendix 'A' comprises a location plan and Appendix 'B' a schematic of the overall approach proposed.

## **Consultations**

The county council has advised Highways England of the proposed approach set out in this report. Although not a formal response, Highways England considers it a pragmatic way forward.

## **Implications:**

This item has the following implications, as indicated:

## **Risk management**

There is a risk that the county council and the developer fail to agree on the costs associated with revocation. Should this occur, revocation will not take place.

There is a risk of objections to the revocation order. Draft orders are subject to publication a minimum of six weeks in advance, so any person or organisation has the opportunity to object to the making of the order. Objections, if not withdrawn, initiate the holding of a local public inquiry. This could lengthen the time taken to complete the revocation process.

## **Financial**

The developer has agreed to pay all costs associated with the revocation of the special road designation and subsequent reclassification, to be confirmed through a Section 278 agreement under the Highways Act 1980. Should the county council and the developer fail to reach agreement, revocation will not take place.

## **Legal**

Revocation is a legal process requiring a Scheme be made under Section 16 and 326 of the Highways Act 1980. There is a statutory procedure to follow and the opportunity for objections. The removal of motorway regulations and reclassification as an all-purpose road will mean that the county council would dedicate a right of way for all classes of traffic along the B6601. However, to maintain a safe environment and to deter vehicles from stopping on the carriageway, the county council is proposing to retain existing prohibitions as far as possible through traffic regulation orders.

## **Traffic Management**

The county council proposes to maintain existing prohibitions on affected highways.

## List of Background Papers

Paper	Date	Contact/Tel
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None

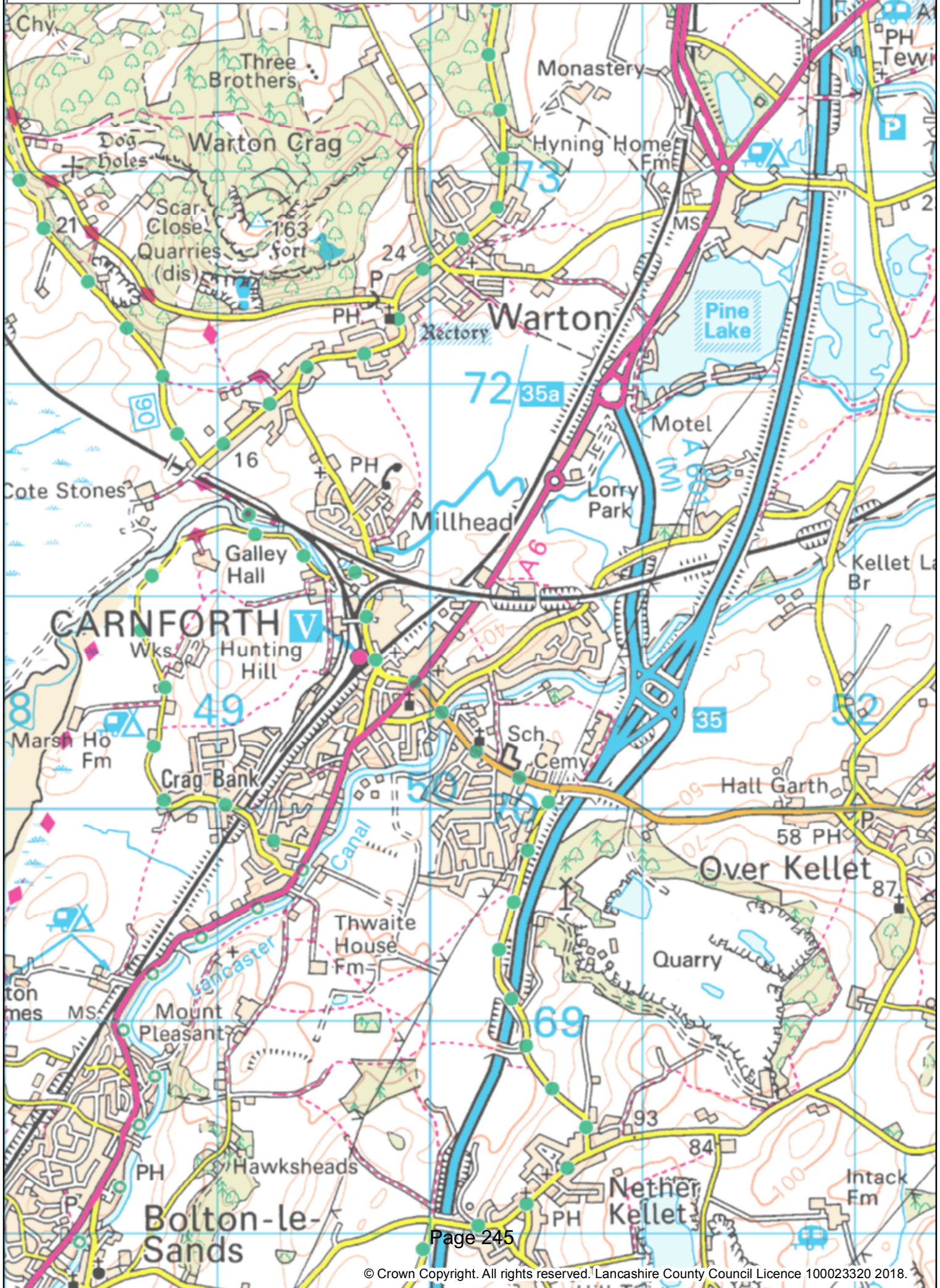
Reason for inclusion in Part II, if appropriate

N/A





# A601M CHANGE IN CLASSIFICATION - LOCATION PLAN












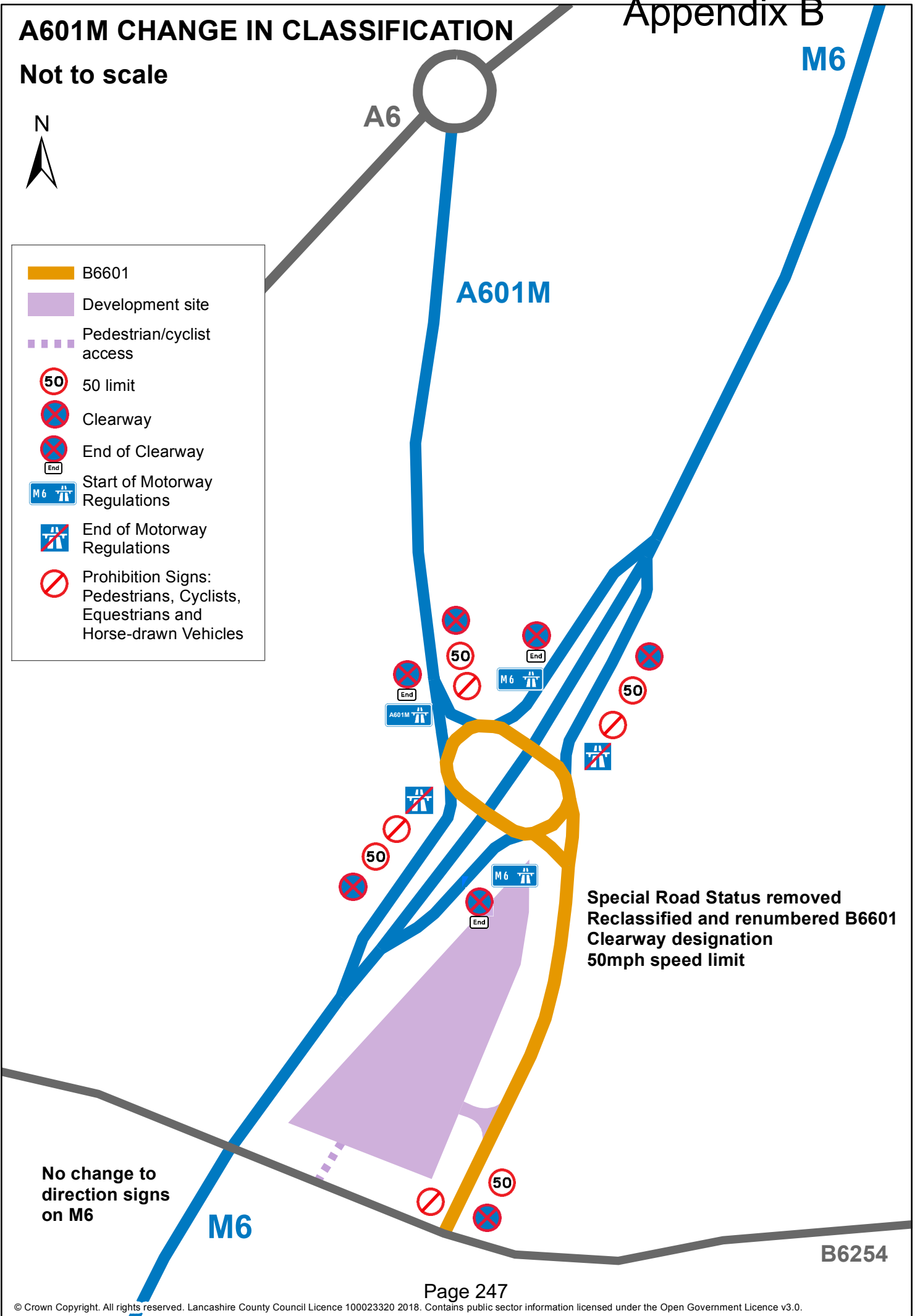


# A601M CHANGE IN CLASSIFICATION

Not to scale



-  B6601
-  Development site
-  Pedestrian/cyclist access
-  50 limit
-  Clearway
-  End of Clearway
-  Start of Motorway Regulations
-  End of Motorway Regulations
-  Prohibition Signs: Pedestrians, Cyclists, Equestrians and Horse-drawn Vehicles



Special Road Status removed  
 Reclassified and renumbered B6601  
 Clearway designation  
 50mph speed limit

No change to  
 direction signs  
 on M6



**Report to the Cabinet**

Meeting to be held on Monday, 3 December 2018

**Report of the Head of Service, Libraries, Museums, Culture and Registrars****Part I**

Electoral Division affected:  
(All Divisions);

**Amendment to Friends of Lancashire Libraries Constitution**

Contact for further information:

Shelley Verran, Tel: 07880 139706, Community Library Manager,  
shelley.verran@lancashire.gov.uk

**Executive Summary**

This report outlines a proposal to amend the Friends of Lancashire Libraries Constitution and Terms of Reference which were agreed by Cabinet on 18 January 2018. Feedback from friends groups within the county has identified a concern about the prescriptive nature of the membership fee and a wish for the groups themselves to exercise some control over such charges.

**Recommendation**

Cabinet is asked to approve an amendment to the Friends of Lancashire Libraries Constitution and Terms of Reference as described in this report.

**Background and Advice**

Friends groups have long been one of the ways that cultural organisations engage with their users and there are many functioning friends groups linked to Library and Information Services in the UK. The Strategy for Lancashire's Libraries 2016-21 identifies Friends Groups as of key importance in moving forward as a library service, both as a way of funding additional events and activities, and as a way of engaging with the wider community.

To facilitate this, on 18 January 2018 Cabinet agreed a revised Friends of Lancashire Libraries Constitution and Terms of Reference, which would help to ensure consistency in constitutional and governance requirements for every library friend group within Lancashire. Following this, feedback from every library friend group highlighted a concern with clause 3.2 of the Constitution and Terms of Reference which relates to a membership fee for each group.

The current clause is as follows:

"3.2 Members will pay an annual fee of £5.00, and will be listed in the Annual Report as a supporting Friend."

Some groups contend that setting a prescriptive fee of £5 per annum would discourage some members of the community from becoming involved in the groups, due to individual financial constraints.

Feedback indicated that all groups would rather set their own annual membership fee, within a mutually agreed framework. This would allow each group to reflect the individual nature of their own community and the resources available locally.

It is proposed that clause 3.2 be amended as follows:

"3.2 It is recommended that members pay an annual membership fee of £5. [However,] membership fees should be discussed, reviewed and set at each Annual General Meeting and a variation of the recommended fee may be set *if* agreed by majority vote."

### **Consultations**

Comments on the previously approved Constitution and Terms of Reference have been received from Friends groups across the county.

### **Implications:**

There are no direct financial implications for the county council as a result of this report.

### **Risk management**

If the suggested amendment to clause 3.2 is not agreed, there is a significant risk that some of the existing groups will not adopt the 'Friends of Lancashire Libraries Constitution'. This may lead to groups operating under their own constitution, and working towards their own goals and ambitions, which may conflict with the goals and ambitions of Lancashire Library Service. This may also lead to some groups ceasing to function entirely, which could pose a reputational risk to the council.

Agreeing the amendment to clause 3.2 would ensure that the Constitution and Terms of Reference meet the community and friends group aspirations and continue to provide clear advice and guidance for both staff and friends groups, minimising the risk of misunderstandings and misinterpretations.

### **Financial**

There are no financial implications for the Library Service budget as a result of this report. The fee that is referred to is paid to the individual groups.







**Report to the Cabinet**

Meeting to be held on Monday, 3 December 2018

**Report of the Interim Executive Director of Education & Children's Services****Part I**Electoral Divisions affected:  
(All Divisions);**Better For Children: Lancashire's Children's Services Development Plan**

(Appendix 'A' refers)

Contact for further information:

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**Executive Summary**

The Ofsted re-inspection of Children's Services in June 2018 noted significant improvements, with an overall effectiveness judgement of 'requires improvement' to be good, and 'good' for our adoption service. However, there is still more to do to ensure that all children receive a consistently good service. The Better for Children: Lancashire's Children's Services Development Plan sets out the actions required to address the 11 recommendations in the report, further improving the quality of practice and outcomes for children.

This is deemed to be a Key Decision and the provisions of Standing Order C19 have been complied with.

**Recommendation**

Cabinet is asked to:

- (i) Approve the draft Better for Children: Lancashire's Children's Services Development Plan, set out at Appendix 'A', noting there are some further details to be confirmed.
- (ii) Authorise the Executive Director of Education and Children's Services, in consultation with the Cabinet Member for Children, Young People and Schools, to approve the final version of the plan.

**Background and Advice**

In Lancashire, our vision is that children and families in need of help are safe, healthy and supported to achieve.

The Better for Children: Lancashire's Children's Services Development Plan articulates the outcomes we are seeking to achieve and how we are going to make sure we deliver them. It sits alongside our Purposeful Practice Framework and Corporate Parenting Strategy and is also part of a number of strategies and plans that fit together to deliver the improvement of Children's Services. The plan will also address the 11 recommendations in the Ofsted inspection report.

The plan will be shared with staff and partners to seek their feedback before being finalised.

The plan focuses on strengthening and improving the quality of practice in 5 key areas:

### 1. Prevention

Working with partners to ensure that an effective range of early help services are in place to support children and families when they first need help. We will continue to develop the Multi-Agency Safeguarding Hub to ensure continued effective decision making and service provision at the front door.

### 2. Effective Partnership Working

We will ensure effective, collaborative partnership arrangements are in place which support the improvement of services to children and families. Specifically, with partners we will improve our response to children living with domestic abuse and neglect, ensuring services are focused on delivering effective, preventative and targeted support.

### 3. Purposeful Practice

Ensuring that everything we do makes a tangible and positive difference to the lives of the children we work for and that we intervene at the lowest and least intrusive level possible. Specifically, this means improving the quality of assessments and plans, and spelling out for families what needs to change and how this is likely to be achieved. We also need to strengthen the critical challenge of first line managers and Independent Reviewing Officers to prevent drift and delay.

### 4. Permanence and Corporate Parenting

Our first priority is to work tirelessly with families to prevent the need for children to become looked after. However, where children aren't able to live safely with their family, we will ensure that plans for permanence are developed at the earliest opportunity. We will also ensure care plans are more rigorously monitored and reviewed to reduce drift and delay, including the timely revocation of Care Orders where children have been successfully returned home.

We want all our children to meet their potential and therefore we will strive to improve educational attainment and health outcomes for our children and specifically

focus on improving the educational attainment and progress of children looked after at Key Stage 4. We want all children that leave our care to live healthy, successful, fulfilling lives and therefore we will ensure that all our care leavers receive timely and accessible support to meet their financial, educational and emotional health needs.

## 5. Effective Use of Performance Data

Whilst significant progress has been made in improving the accuracy of performance data, we need to improve the use of data so that it is an effective tool to help manager's measure progress and examine trends.

### Workforce Development:

In order to improve the quality of practice, in line with the recommendations made by Ofsted, we need to ensure we have a workforce with the right skills, support and tools to the job and provide strong leadership. The Better for Children: Lancashire's Children's Services Development Plan therefore includes a section on workforce development.

### Sustainable Improvement:

This plan is set in the context of increasing demand for services and the county council is currently using structural reserve funding and faces continued financial pressures. We need to improve the way we manage demand for services and ensure that our improvement is sustainable. The plan therefore includes actions to support us in delivering the best and most efficient services.

## Consultations

N/A

### Implications:

The Better for Children: Lancashire's Children's Services Development Plan will be reviewed and updated annually. The plan will drive and support the continuous improvement of Children's Services, maintaining focus and pace. The plan provides a framework for the next phase of our improvement journey, in line with our ambition that we deliver consistently good services to children and families in Lancashire.

## Financial Implications

There are no specific financial implications arising from this report.

## Risk management

In the absence of a development plan, there is a risk that the recommendations made by Ofsted will not be addressed. This would impact on outcomes for children and would also present a significant inspection risk. When Children's Services are re-inspected by Ofsted under Inspection of Local Authority Children's Services, we

will need to be able to evidence the action taken to address the recommendations and the impact this had in improving the quality of practice. The Better for Children: Lancashire's Children's Services Development Plan ensures clear accountability with a named lead and timescale for each recommendation.

### **List of Background Papers**

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A

# **Better for Children: Lancashire's Children's Services Development Plan**

**November 2018 - 19**

## Lancashire's Vision



***‘Children, young people and families  
in need of help are safe, healthy  
and supported to achieve’.***

*We will deliver this in partnership through an understanding of the lived experience of a child or young person by:*

- *Delivering the right service, at the right time, by the right people through effective wellbeing and **preventative** strategies.*
- ***Purposeful** and effective social work and care intervention, engaging children, young people and families by building on their strengths.*
- *Focusing on **permanence**, by delivering lasting and sustainable outcomes for children, young people and their families.*

## Introduction

Our services for children have improved significantly. Our 2015 Ofsted inspection rated the overall service provision to be inadequate. In 2018 the judgement is that services now require improvement to be good and good for our adoption service. Ofsted found that staff were positive, open to learning and committed to their work with children and families. The service knows itself well and appropriate action was in place to improve services and that multi-agency strategic partnerships are stronger leading to a more shared approach.

However, there is still more to do to ensure that all children receive a consistently good service. In total, Ofsted made 11 recommendations. Essentially we need to continue to strengthen and improve in 5 key areas:

<b>Effective Partnership Working</b>	We will ensure effective, collaborative partnership arrangements are in place which support the improvement of services to children and families. Specifically, with partners we will improve our response to children living with domestic abuse and neglect, ensuring services are focused on delivering effective, preventative and targeted support.
Page 259 <b>Prevention</b>	We will work with partners to ensure that an effective range of early help services are in place to support children and families when they first need help. We will continue to develop the Multi-Agency Safeguarding Hub (MASH) to ensure continued effective decision making and service provision at the front door.
<b>Purposeful Practice</b>	We will ensure that everything we do makes a tangible, positive difference to the lives of the children we work for and that we intervene at the lowest and least intrusive level possible. We will improve the quality of assessments and plans and spell out for families what needs to change and how this is likely to be achieved. We will also strengthen the critical challenge of first line managers and Independent Reviewing Officers to prevent drift and delay.
<b>Permanence and Corporate Parenting</b>	<p>We will work tirelessly with families to prevent the need for children to become looked after. Where children are not able to live safely with their family, we will ensure that plans for permanence are developed at the earliest opportunity. We will ensure care plans are more rigorously monitored and reviewed to reduce drift and delay, including the timely revocation of Care Orders where children have been successfully returned home.</p> <p>We want all our children to meet their potential. Therefore, we will strive to improve educational attainment and health outcomes and will specifically focus on improving the educational attainment and progress of children looked after at Key Stage 4. We want all our children that leave care to live healthy, successful, fulfilling lives. Therefore, we will ensure that all our care leavers receive timely and accessible support to meet their financial, educational and emotional health needs.</p>
<b>Effective Use of Performance Data</b>	Whilst significant progress has been made in improving the accuracy of performance data, we need to improve the use of data so that it is an effective tool to help manager's measure progress and examine trends.

<b>Ofsted Inspection Report Recommendations (August 2018)</b>	<b>Key Area</b>
1. Work with partners to ensure that an effective range of early help services is in place to support children and families when they first need help.	<b>Prevention</b>
2. Ensure that assessments clearly articulate risks and protective factors, provide robust analysis and spell out what needs to change and how that is likely to be achieved.	<b>Purposeful Practice</b>
3. Ensure that all plans for children in need, children subject to child protection plans, looked after children and care leavers are specific, measureable and outcome-focused.	<b>Purposeful Practice</b>
4. Ensure that the quality of critical challenge provided by first line managers, IROs in looked after reviews and conference chairs within child protection conferences are effective in avoiding drift and delay.	<b>Purposeful Practice</b>
5. Ensure that the local authority and partners share a common understanding of the risks associated with neglect, in all its different forms, and have the tools they need to monitor and measure their impact in managing change.	<b>Effective Partnership Working</b>
6. Improve the educational attainment and progress of children looked after at Key Stage 4.	<b>Permanence and Corporate Parenting</b>
7. Ensure that permanence planning, including for those children who return home, is rigorously monitored and reviewed on a consistent basis across the county to reduce the likelihood of drift and delay.	<b>Permanence and Corporate Parenting</b>
8. Ensure that when children successfully return home, timely revocation hearings are held to secure permanence plans for them to remain in the care of their parents.	<b>Permanence and Corporate Parenting</b>
9. Ensure that care leavers receive timely and accessible support that meets their financial, educational and emotional health needs.	<b>Permanence and Corporate Parenting</b>
10. Improve the use of performance data so that it is an effective tool to help managers measure progress and examine trends.	<b>Effective Use of Performance Data</b>
11. Work with partners to ensure that responses for children and families living with domestic abuse are focused on delivering effective, preventative and targeted support.	<b>Effective Partnership Working</b>



## Implementing the Development Plan

This Plan focuses on the actions required to deliver the Ofsted recommendations and other key priorities identified in our self-assessment, with the aim of securing improvement and delivering consistently good services for Lancashire's children, young people and families.

The Plan sets out the actions that will be undertaken, the expected outcomes, improvement measures, lead officers, targets and due dates. More detailed action plans, led by specific Cluster Boards, will drive specific service improvement (see Appendix 1). Sitting alongside this document is our Purposeful Practice Framework and our Corporate Parenting Strategy. It is also part of a number of strategies and plans that fit together to deliver improvement for children (see Appendix 2).

The Plan will be overseen by the Children's Services Improvement and Accountability Board and progress will be reported to Members and partners via existing arrangements.

Each outcome will be RAG rated, as part of our monitoring arrangements, with the status descriptions detailed below:

RAG Table	Status
<b>RED</b>	Tasks and or outcomes have not been met or timescale slipped
<b>AMBER</b>	Tasks and outcomes are on track, milestones met but full action(s) not completed
<b>GREEN</b>	Tasks and outcomes are completed or performance is on target
<b>BLUE</b>	Completed

**Key Area 1: Effective Partnership Working**

**Outcome statements:**

- Effective, collaborative partnership working arrangements are in place which support the improvement of services to children and families.
- Children who experience neglect have their needs identified and effectively managed.
- Children who experience domestic violence receive timely and appropriate support that meets their needs.

Action	Ofsted Ref	KPI Ref	Due	Lead
<b>1.1 Lead the development of effective collaborative partnership strategies and plans which support the improvement of services to children and families</b>				
1.1.1 Establish a multi-agency strategic governance board, with strategic responsibility and accountability for the Children's agenda.	Recommendation 1,5,6,8,11		November 2018	Executive Director of Education and Children's Services
1.1.2 Develop a strategy for improving outcomes for CYP with SEND across the local area through co-production with stakeholders across the partnership.	Recommendation 1		January 2019	Head of SEND
<b>1.2 Embed an agreed approach to effectively identifying and managing neglect, in all its forms</b>				
1.2.1 Develop a refreshed multi-agency Neglect Strategy, in consultation with a wide range of partners.	Recommendation 5		January 2019	Chair of Lancashire Safeguarding Children's Board (LSCB)
1.2.2 Develop operational delivery plans to ensure effective and meaningful delivery of the updated strategy.	Recommendation 5		March 2019	Head of Service, Children's Social Care (CSC), East Locality Chair of LSCB
1.2.3 Deliver refreshed training to support the delivery of the Neglect Strategy.	Recommendation 5		March 2019	Head of Service, CSC, East Locality Chair of LSCB
1.2.4 Develop an online toolkit to support the delivery of the Neglect Strategy.	Recommendation 5		March 2019	Head of Service, CSC, East Locality Chair of LSCB

1.2.5	Monitor and measure the impact of the Neglect Strategy and delivery plans.	Recommendation 5		October 2019	Head of Service, CSC, East Locality Chair of LSCB
<b>1.3</b>	<b>Ensure that effective, preventative and targeted support is in place for children and families living with domestic abuse</b>				
1.3.1	Develop an up to date multi-agency Domestic Abuse Strategy.	Recommendation 11		April 2019	Head of Service, CSC, Central Locality Chair of Pan Lancashire Domestic Abuse Board
1.3.2	Develop and deliver a workforce development programme and work place policy to improve understanding of the impact of domestic abuse on children and to develop purposeful practice in this area.	Recommendation 11		Quarterly Monitoring	Head of Health, Equity and Partnerships
1.3.3	Review domestic abuse services and tools to identify gaps in provision in LCC commissioned services.	Recommendation 11		Initial Report January 2019	Head of Health, Equity and Partnerships
1.3.4	Recommission the Lancashire Domestic Abuse Perpetrator Programme to reduce reoffending and improve life chances within vulnerable households.	Recommendation 11		April 2019	Head of Health, Equity and Partnerships
1.3.6	Implement the use of Operation Encompass to improve the timeliness of information sharing and support to children experiencing domestic abuse.	Recommendation 11		January 2019	Head of Fostering, Adoption, Residential and YOT (FARY) Chair of LSCB
1.3.7	Improve the quality and timeliness of police vulnerable person reports to the Multi-Agency Safeguarding Hub (MASH).	Recommendation 11		March 2019	Head of FARY

**Key Area 2: Prevention**

**Outcome statement:**

- Effective services are in place to reduce need for higher level services by ensuring that the right service is delivered, at the right time, by the right people through effective wellbeing and preventative strategies.

Action	Ofsted Ref	KPI Ref	Due	Lead
<b>2.1 Develop an effective range of early help services</b>				
2.1.1 Develop a multi-agency Early Help Strategy.	Recommendation 1		June 2019	Head of Children, Family and Wellbeing (CFW) Service
2.1.2 Develop Integrated Early Help Teams across the county.	Recommendation 1		June 2019	Head of CFW Service
2.1.3 Work with NHS and Social Care partners to develop a directory of multi-agency universal and targeted resources across the county.	Recommendation 1		November 2019	Head of Health, Equity and Partnerships
2.1.4 Commission an external Edge of Care Service.	Recommendation 1		September 2019	Head of Policy, Information and Commissioning
<b>2.2 Continue to develop effective MASH arrangements</b>				
2.2.2 Improve the timeliness of decision making in the MASH.	Recommendation 1		January 2019	Head of FARY
2.2.3 Establish early help MASH referral posts to support multi-agency use of the CAF tool and identify appropriate early help intervention.	Recommendation 1		January 2019	Head of FARY Head of CFW Service
2.2.4 Embed the system of regular case audits in MASH (including multi-agency audits) to identify themes, inform training and drive activity.	Recommendation 1 and 10		April 2019	Head of FARY
<b>2.3 Embed the use of the Early Help and MASH modules on Lancashire Child System</b>				
2.3.1 Identify and secure multi-agency early help pathways to provide appropriate level of support and agency response.	Recommendation 1		April 2019	Head of FARY Head of CFW Service
2.3.2 Improve and secure appropriate and timely pathways for re-escalation of cases back into Children's Social Care	Recommendation 1		April 2019	Head of FARY Head of CFW Service

**Key Area 3: Purposeful Practice**

**Outcome statement:**

- Purposeful and effective social work practice is in place which: engages children, young people and families; builds on their strengths; makes a tangible and positive difference to their lives; and intervenes at the lowest and least intrusive level possible.

Action	Ofsted Ref	KPI Ref	Due	Lead
<b>3.1 Develop shared values, principles, knowledge and skills</b>				
3.1.1 Ensure that social workers and managers understand the Knowledge and Skills Statement (KSS) and accreditation process.			March 2019	Principal Social Worker
3.1.2 Develop a Statement of Social Work in Lancashire, which sets out our values and principles, with clear links to the Knowledge and Skills Statement (KSS).			January 2019	Principal Social Worker
3.1.3 Develop a clear communications strategy, to promote values, aspirations and the shift from compliance to quality.			February 2019	Principal Social Worker
3.1.4 Refresh all learning and development training and guidance to ensure that they: <ul style="list-style-type: none"> <li>- promote the clear values and principles of social work set out in our Statement of Social Work in Lancashire;</li> <li>- promote KSS;</li> <li>- are centred on the journey of the child;</li> <li>- support the delivery of Ofsted recommendations.</li> </ul>	ALL recommendations		March 2019	Principal Social Worker
<b>3.2 Embed the use of a more strengths based Risk Sensible Model</b>				
3.2.1 Commission bespoke training to support more strengths based practice.			Plan In Place By January 2019	Principal Social Worker
3.2.2 Review all aide memoires and training to ensure the promotion of a strengths based risk sensible approach.			March 2019	Principal Social Worker
3.2.3 Undertake and utilise findings from regular case audits on the use of the strengths based risk sensible approach to inform training and drive activity at a local level.	Recommendation 10		April 2019	Locality Heads of CSC

<b>3.3 Improve quality of assessments</b>				
3.3.1	Deliver training on good assessments, available to all staff across Children's Services.	Recommendation 2	New Programme To Be Delivered From March 2019	Principal Social Worker
3.3.2	Deliver joint training sessions with Independent Reviewing Officers (IROs) and front line managers to: a) gain a shared understanding of challenges around assessments; b) clearly articulate what 'good' looks like; c) enable positive critical challenge.	Recommendation 2	February 2019	Principal Social Worker
3.3.3	Deliver Manager Learning Circles to: a) increase knowledge of what a good assessment looks like; b) enable confident challenge to front line staff; c) increase number of signed off good quality assessments.	Recommendation 2	Pilot November 2018 Roll Out June 2019	Principal Social Worker
3.3.4	Undertake and utilise findings from regular case audits on the quality of assessments to identify themes, inform training and drive activity at a local level.	Recommendation 2 and 10	February 2019	Locality Heads of CSC
3.3.5	Utilise service wide findings from case audits on the quality of assessments to inform activity and secure a consistent countywide approach.	Recommendation 2 and 10	March 2019	Director of Children's Social Care
<b>3.4 Ensure that plans are specific, measureable and outcome-focused</b>				
3.4.1	Deliver training on SMART, child-impact focused plans, available to all staff across Children's Services.	Recommendation 3	New Programme To Be Delivered From March 2019	Principal Social Worker
3.4.2	Deliver joint training sessions with IROs and front line managers to: a) gain a shared understanding of challenges around plans; b) clearly articulate what 'good' looks like; c) enable positive critical challenge.	Recommendation 3	April 2019	Principal Social Worker
3.4.3	Deliver Manager Learning Circles to: a) increase knowledge of what a good plan looks like; b) enable confident challenge to front line staff;	Recommendation 3	Pilot November 2018 Roll Out June	Principal Social Worker

	c) increase the number of signed off good quality plans.			2019	
3.4.4	Review the current Personal Education Plan template to provide a more effective tool to support educational progress.	Recommendation 3 and 6		December 2018	Virtual School Headteacher
3.4.5	Review the current Education Health Care (EHC) Plan process to ensure the agreed pathway is fully embedded across all organisations.	Recommendation 3		January 2019	Head of SEND
3.4.6	Define Lancashire quality standards for EHC Plan.	Recommendation 3		January 2019	Head of SEND
3.4.7	Undertake and utilise findings from regular case audits on the quality of plans to identify themes, inform training and drive activity at a local level.	Recommendation 3 and 10		February 2019	Locality Heads of CSC Head of SEND
3.4.8	Utilise service wide findings from case audits on the quality of plans to inform activity and secure a consistent countywide approach.	Recommendation 3 and 10		March 2019	Director of Children's Social Care Head of SEND
<b>3.5</b>	<b>Improve the quality of critical challenge by first line managers, IROs and child protection conference chairs</b>				
3.5.1	Deliver training on quality, critical challenge through the Leadership Academy, IRO development days and joint training sessions with IROs and front line managers.	Recommendation 4		February 2019	Principal Social Worker
3.5.2	Deliver Manager Learning Circles with a focus on improving the quality of critical challenge.	Recommendation 4		Pilot Nov 2018 Roll Out June 2019	Principal Social Worker
3.5.3	Strengthen reflective supervision with first line managers to enable reflection on what is 'good' and facilitate quality, critical challenge.	Recommendation 4		Quarterly Monitoring	Locality Heads of CSC
3.5.4	Increase opportunities for peer challenge, shadowing and pan Lancashire collaboration.	Recommendation 4		February 2019	Locality Heads of CSC
3.5.5	Utilise a range of data and intelligence to identify themes and focus for challenge for first line managers.	Recommendation 4 and 10		February 2019	Locality Heads of CSC
3.5.6	Share data, intelligence and themes/ focus with first line managers to drive activity at a local level and enable appropriate critical challenge.	Recommendation 4 and 10		February 2019	Locality Heads of CSC
3.5.7	Develop guidance for IROs on chairing CLA reviews.	Recommendation 4		January 2019	Head of Safeguarding,

**Key Area 4: Permanence and Corporate Parenting**

**Outcome statements:**

- Children in Lancashire receive the right service at the right time that improves their outcomes.
- Children are only removed from the family environment where we are able to improve their life chances and outcomes.
- Where a child does need to come into our care, we ensure that we develop plans for stable and permanent care at the earliest possible opportunity.

Action	Ofsted Ref	KPI Ref	Due	Lead
<b>4.1 Ensure that children are only brought into care when it is in their best interests to do so</b>				
4.1.1 Share the findings from the Care Crisis report.			January 2019	Principal Social Worker
4.1.2 Ensure that the Statement of Social Work in Lancashire, clearly sets out the principle that children are only brought into care, when it is in their best interests to do so.			January 2019	Principal Social Worker
4.1.3 Further develop consistent and effective 'Becoming Looked After Panels' and monthly Resource Panels.			January 2019	Director of Children's Social Care
<b>4.2 For children looked after using Section 20 of the Children's Act, further improve children's written records so it is clear why they are looked after and what the care episode is expected to achieve</b>				
4.2.1 Develop guidance on what should be included in all written records.			February 2019	Principal Social Worker
<b>4.3 Ensure that effective use is made of local, quality, permanent provision that can meet the needs of Lancashire children</b>				
4.3.1 Deliver training on 'The Right Placement for the Right Child.'			From January 2019	Principal Social Worker
4.3.2 Work collaboratively with agency framework providers to seek to prioritise Lancashire children for Lancashire placements.			Monthly	Head of Policy, Information and Commissioning
4.3.3 Develop new commissioning arrangements to block purchase up to half of our predictable need for agency children's home placements.			Service to Commence September 2019	Head of Policy, Information and Commissioning



4.3.4	Embed Placement Stability Meetings.			Quarterly Monitoring	Locality Heads of CSC Head of FARY
4.3.5	Undertake analysis on issues impacting on disruptions and use learning to improve procedures and processes.			Quarterly	Head of Service for FARY
<b>4.4</b>	<b>Embed a consistent and rigorous approach to permanence planning to reduce the likelihood of drift and delay</b>				
4.4.1	Establish a broader definition of permanence and kinship through the Statement of Social Work in Lancashire.	Recommendation 7		January 2019	Principal Social Worker
4.4.2	Revise the care planning protocol to ensure processes and policies are clear and understood.	Recommendation 7		January 2019	Head of CSC (Central)
4.4.3	Embed the use of the PLO Permanency Planning Tracker.	Recommendation 7		January 2019	Locality Heads of CSC
4.4.4	Deliver training on permanence through care planning.	Recommendation 7		January 2019	Principal Social Worker
4.4.5	Ensure that decisions are ratified at the Permanence Panel.	Recommendation 7		Quarterly Monitoring	Locality Heads of CSC Head of FARY
4.4.6	Embed improved use of Family Group Conferences, particularly at a non-statutory intervention level and at Initial Child Protection Conference.	Recommendation 7		January 2019	Locality Heads of CSC
4.4.7	Ensure that all CLA living away from parents have a Life Story book/ work completed.	Recommendation 7		November 2019	Locality Heads of CSC
4.4.8	Monitor Life Storybooks/ work and ensure that this is recorded at CLA reviews.	Recommendation 7		Quarterly Monitoring	Head of Safeguarding, Inspection and Audit
4.4.9	Improve the quality of IRO challenge to drift and delay and the quality of plans.	Recommendation 7		Quarterly Monitoring	Head of Safeguarding, Inspection and Audit
4.4.10	Monitor and evidence that permanence has been considered at the second CLA review.	Recommendation 7		Quarterly Monitoring	Head of Safeguarding, Inspection and Audit
<b>4.5</b>	<b>Ensure timely revocation hearings are held to secure permanence plans for children to remain in the care of their parents</b>				
4.5.1	Review all children who are placed at home with parents and seek revocation of orders where appropriate.	Recommendation 8		January 2019	Locality Heads of CSC
4.5.2	Establish Discharge Panels and tracker to reduce the likelihood of drift and delay.	Recommendation 8		January 2019	Locality Heads of CSC

4.5.3	Undertake regular audits of new placements made with parents and use learning to further improve practice.	Recommendation 8		Quarterly Monitoring	Head of Safeguarding, Inspection and Audit
4.5.4	Improve the quality of written agreements, training and quality assurance.	Recommendation 8		March 2019	Principal Social Worker
4.5.5	Ensure that management decisions are clearly recorded when children are returning home.	Recommendation 8		Quarterly Monitoring	Locality Heads of CSC
4.5.6	Ensure IRO challenge of drift and delay is evident and effective.	Recommendation 8		Quarterly Monitoring	Head of Safeguarding, Inspection and Audit
4.5.7	Audit and share understanding on drivers for high numbers of Home Placement Agreements to inform improved practice.	Recommendation 8		March 2019	Principal Social Worker
<b>4.6</b>	<b>Improve the educational attainment and progress of children looked after at Key Stage 4</b>				
4.6.1	Increase frequency of tracking for Year 9/10/11 pupils who are failing to progress at expected rate.	Recommendation 6		Spring Term 2019	Virtual School Headteacher
4.6.2	Ensure no KS3 or 4 CLA pupil is moved to a location that will require a change of school, (except in urgent circumstances) without a discussion with the Virtual School.	Recommendation 6		Monthly Monitoring	Locality Heads of CSC
4.6.3	Research most effective support in reading and Maths, including consultation with young people to identify barriers.	Recommendation 6		April 2019	Virtual School Headteacher
4.6.4	Use PGG+ high needs funding to support evidence based strategies.	Recommendation 6		April 2019	Virtual School Headteacher
4.6.5	Increase Careers, Education, Information, Advice and Guidance (CEIAG) support and opportunities for positive experience of the workplace from Yr 10 for our CLA placed in Lancashire schools.	Recommendation 6		Work Experience - January 2019 CEAIG – Y11 – Sept 2018 Y10 - Sept 2019	Virtual School Headteacher
4.6.6	Increase training/ events for carers (in both residential and foster care) to promote understanding of education systems and their support of progress and attainment.	Recommendation 6		Spring Term 2019	Virtual School Headteacher
4.6.7	Increase the percentage of CLA who are educated in mainstream schools.	Recommendation 6		July 2019	Virtual School Headteacher

4.6.8	Increase the number of CLA with SEND who have access to the GCSE curriculum.	Recommendation 6		July 2019	Virtual School Headteacher
4.6.9	Analyse the outcomes for CYP with SEND and agree targets for improvement.	Recommendation 6		October 2019	Head of SEND
4.6.10	Implement a programme of action with schools to achieve the agreed targets for improvement.	Recommendation 6		November 2019	Head of SEND
<b>4.7</b>	<b>Ensure that care leavers receive timely, accessible support that meets their financial, educational &amp; emotional health needs</b>				
4.7.2	Develop training for all Personal Advisers and other support staff to ensure delivery of the Care Leavers Offer through improved planning and implementation of pathway plans.	Recommendation 9 and 4		March 2019	Head of CSC (East) Skills, Learning and Development
4.7.2	Provide targeted training to Personal Advisers and other support staff to enable them to better support children and young people with emotional health needs.	Recommendation 9		June 2019	Head of CSC (East) Skills, Learning and Development
4.7.3	Ensure our commitment to care leavers is clearly articulated in the Statement of Social Work in Lancashire and through training.	Recommendation 9		February 2019	Principal Social Worker
4.7.4	Review and amend the Pathway Plan template to provide a more robust and personalised plan with clear targets, strategies and time frames.	Recommendation 9 and 4		March 2019	Head of CSC (Central)
4.7.5	Embed the use of ASDAN training and accreditation through foster carer and Social Work Academy training.	Recommendation 9		March 2019	Head of CSC (Central)
4.7.6	Provide access for all care leavers who are NEET, to bespoke programmes of support.	Recommendation 9		March 2019	Head of CSC (Central)
4.7.7	Increase opportunities for care leavers to access work experience placements, work shadowing, apprenticeships and employment across Lancashire.	Recommendation 9		March 2019	Head of CSC (Central)
4.7.8	Establish a FE/Virtual School Forum to help develop appropriate courses and increase support for care leavers.	Recommendation 9		March 2019	Virtual School Headteacher
4.7.9	Provide opportunities for care leavers to increase their knowledge, understanding and experience of higher education.	Recommendation 9		April 2019	Head of CSC (Central)
4.7.10	Ensure that care leavers have their healthcare needs identified, assessed and met, and that there is oversight across the local	Recommendation 9		February	Head of SEND

area.			2019	Director of Children's Social Care
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**Key Area 5: Effective Use of Performance Data**

**Outcome statements:**

- We know ourselves well, understand where our services are doing well and where we need to improve.
- Using the information we gain from service data and performance review processes to make decisions which make a difference to the lives of children and families.

Action	Ofsted Ref	KPI Ref	Due	Lead
<b>5.1 Improve the use of performance data so that it is an effective tool to help managers measure progress and examine trends</b>				
5.1.1 Develop a robust performance framework which gathers performance and intelligence from across Children's Services.	Recommendation 10		February 2019	Chair of Data, Quality and Performance Group - Head of CSC (North)
5.1.2 Review existing mechanisms and reports to ensure that they support effective, efficient and timely analysis and recommendations.	Recommendation 10		February 2019	Chair of Data, Quality and Performance Group - Head of CSC (North)
5.1.3 Incorporate data and analysis from partners into the performance framework.	Recommendation 10		February 2019	Chair of Data, Quality and Performance Group - Head of CSC (North)
5.1.4 Use intelligence from analysis of early help interventions to demonstrate impact in preventing escalation to statutory services, diverting demand from statutory services and support the de-escalation pathways from statutory services.	Recommendation 10 and 1		April 2019	Head of CFW Service
5.1.5 Complete and publish a Joint Strategic Needs Analysis (JSNA) to support understanding of health, social care and education need across the local area ensuring CYP and Parent/Carers voice is clearly communicated.	Recommendation 10		January 2019	Head of SEND
5.1.6 Develop a shared data dashboard communicating shared performance measures to inform CYP, parent/carers and stakeholders of progress.	Recommendation 10		April 2019	Head of SEND

5.1.7	Utilise data and intelligence provided through the performance framework to identify themes, direct thematic audits, inform training and drive activity at a strategic and local level.	Recommendation 10		February 2019	Executive Director of Education and Children's Services
<b>5.2</b>	<b>Further develop audit reporting to be more analytical and more effectively used by managers</b>				
5.2.1	Deliver a programme of monthly and themed audits and reporting of key findings and associated actions.	Recommendation 10		Monthly	Head of Safeguarding, Inspection and Audit
5.2.2	Increase the quality and quantity of analysis in audit reports.	Recommendation 10		March 2019	Head of Safeguarding, Inspection and Audit
5.2.3	Deliver audit training and one-to-one support to managers to support completion of higher quality audits and utilisation of findings to improve practice.	Recommendation 10		March 2019	Principal Social Worker
5.2.4	Implement the EHC Plan quality standards and audit framework.	Recommendation 10 and 4		January 2019	Head of SEND
5.2.5	Train and support all SEND auditors to ensure consistency of approach.	Recommendation 10		February 2019	SEND Auditor/ Audit Team Manager
5.2.6	Audit all EHC plans at transition to secondary school and at <b>Year</b>	Recommendation 10 and 4		June 2019	SEND Auditor
5.2.7	Audit all new EHC Plans issued from January 2019 within the first year.	Recommendation 10 and 4		December 2019	SEND Auditor

## Key Performance Indicators (TBC)

Challenging targets have been set for key performance measures to help drive improvement. Targets are based on current performance, benchmarking information, and an assessment of the timing and efficacy of improvement actions.

Ref	Measure	Responsible Officer	Frequency	Target	Target Due	2017/18 outturn	Latest Performance	2017/18 Stat Nbr Average
<b>Key Area 1: Effective Partnership Working</b>								
1a								
1b								
<b>Key Area 2: Prevention</b>								
<b>Key Area 3: Purposeful Practice</b>								
<b>Key Area 4: Permanence and Corporate Parenting</b>								
<b>Key Area 5: Effective Use of Performance Data</b>								

## How we will know we are making a difference

What Our Children Will Say:	What Our Partners Will Say:
<p><b>Effective Partnership Working</b></p> <p>I have one key worker who I trust and who knows me well.</p> <p>I don't keep having to tell my story to lots of different people.</p>	<p><b>Effective Partnership Working</b></p> <p>We are working together towards a clear vision and shared culture for improving children's services.</p>
<p><b>Prevention</b></p> <p>I know who to talk to if I feel worried or frightened.</p> <p>I am happy and feel safe.</p>	<p><b>Prevention</b></p> <p>We work together with a shared framework.</p> <p>We understand and respect each other's contribution and role.</p>
<p><b>Purposeful Practice</b></p> <p>I understand why I have a social worker and how they will help me and my family. My life feels better.</p> <p>I trust my social worker and I know them well.</p>	<p><b>Purposeful Practice</b></p> <p>We share risks effectively. We feel equal partners.</p> <p>We work together effectively. Our meetings are purposeful and inclusive.</p>



### Permanence and Corporate Parenting

The local authority is getting better at being a corporate parent.

I receive the information to help me to be successful in adult life, at the time I need it.

My social worker understands the important things that have happened to me in the past and talks to all the people who have important information to help me decide what the best thing to do is.

### Permanence and Corporate Parenting

We are clear about our role and contributions as Corporate Parents.

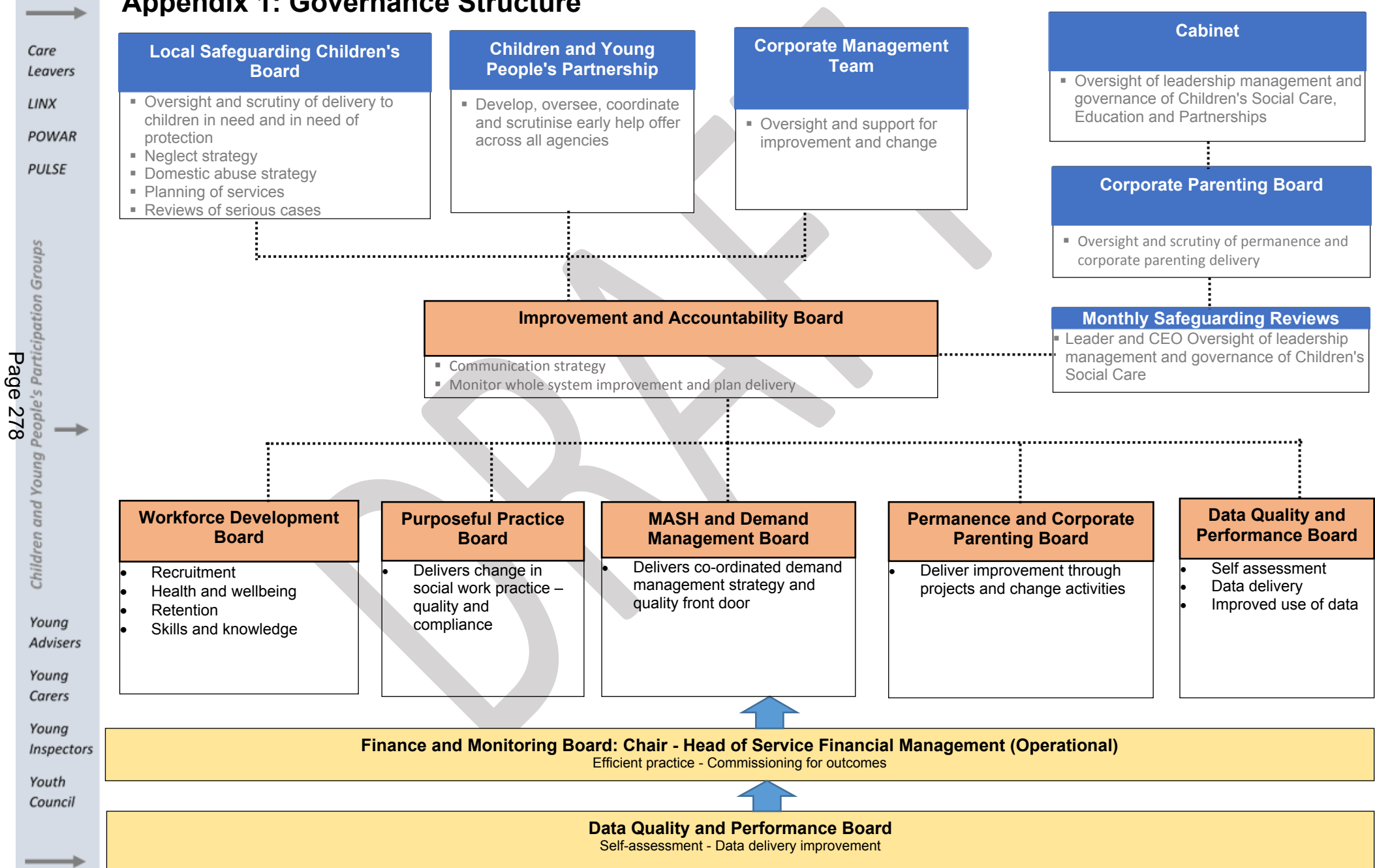
### Effective Use of Performance Data

People who run the service use accurate information about how services are doing, so they can improve the right things.

### Effective Use of Performance Data

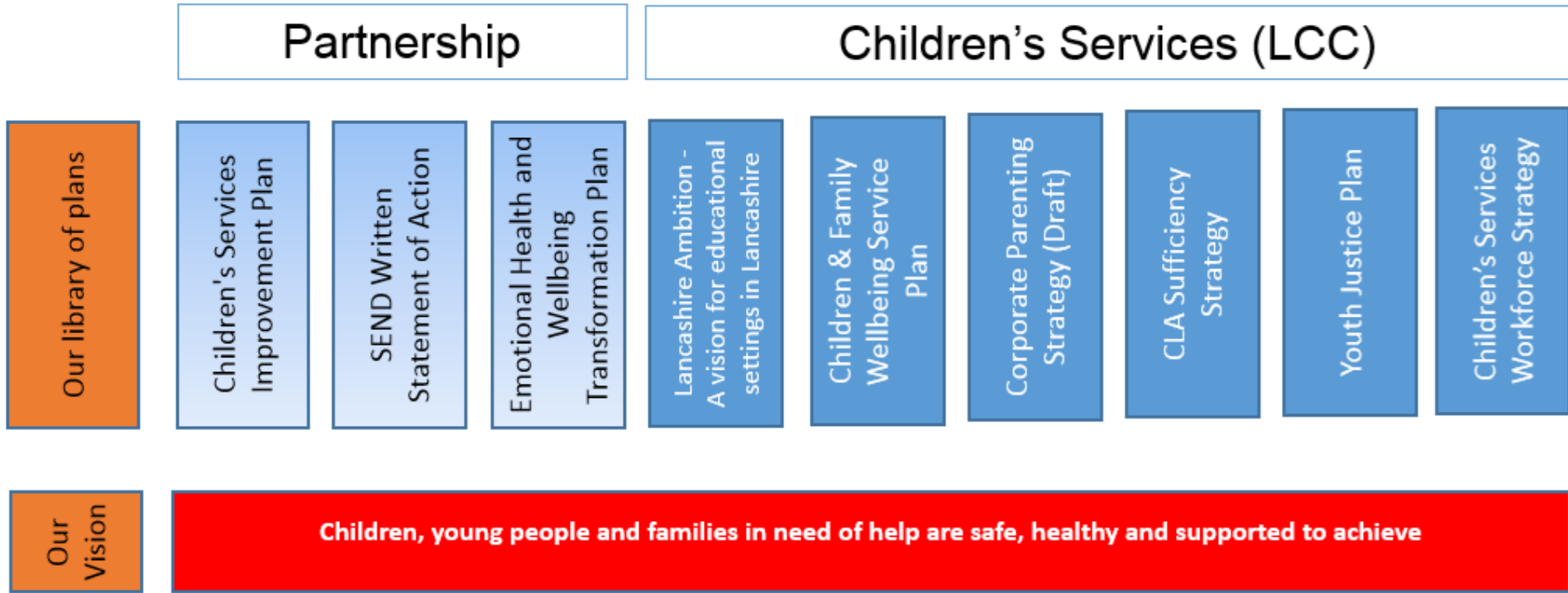
We share and utilise data and intelligence effectively to ensure that we are delivering good services.

## Appendix 1: Governance Structure



## Appendix 2: Library of Plans re. delivering improvement and change

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**Report to the Cabinet**

Meeting to be held on Monday, 3 December 2018

**Report of the Interim Executive Director of Education & Children's Services****Part I**Electoral Division affected:  
(All Divisions);**Corporate Parenting Strategy 2018 - 2022**

(Appendices 'A' and 'B' refer)

Contact for further information:

Sally Allen, Tel: (01772) 531754, Acting Director of Children's Social Care

[sally.allen@lancashire.gov.uk](mailto:sally.allen@lancashire.gov.uk)**Executive Summary**

When a child comes into care, the county council becomes their corporate parent. Put simply, the term 'corporate parent' means the collective responsibility of the council, elected members, employees, and partner agencies, for providing the best possible care and protection that would be expected of a good parent. In fulfilling this role, the critical question that should be asked, is: "would this be good enough for my child?"

The draft Corporate Parenting Strategy 2018 - 2022, attached at Appendix 'A', sets out how we intend to fulfil our corporate parenting responsibilities to all children in our care and care leavers, putting them at the centre of improvements in the planning, delivery and evaluation of our services. The strategy has been developed in partnership with the Corporate Parenting Board. Lancashire's Promises to Children in Care and Care Leavers, attached at Appendix B, informs the core principles of this Corporate Parenting Strategy.

This is deemed to be a Key Decision and the provisions of Standing Order C19 have been complied with.

**Recommendation**

Cabinet is asked to:

- (i) Approve the draft Corporate Parenting Strategy 2018 - 2022 and Promises to Children in Care and Care Leavers, as set out at Appendices 'A' and 'B' respectively.
- (ii) Authorise the Executive Director of Education and Children's Services, in consultation with the Cabinet Member for Children, Young People and

Schools, to approve the final version of the Corporate Parenting Strategy and Promises to Children in Care and Care Leavers.

## **Background and Advice**

Every good parent wants the best for their child; to see their child flourish with good health, to be safe and happy, to do well at school and to enjoy good relationships with their peers and to make the most of leisure opportunities, hobbies and interests. As young people enter adulthood, they need to be equipped to lead independent lives and to make their way in higher education, have good careers and jobs and financial security.

Lancashire County Council has the same ambitions and goals for the children it looks after, as those of every good parent, and takes seriously the moral as well as legal responsibility, for enabling the children in its care and care leavers to experience happy and fulfilling lives.

The Corporate Parenting Strategy 2018 - 2022 has taken account of what children and young people have told us about their experiences of being in our care. The Children in Care Councils (LINX and POWAR), together with our care leaver apprenticeships, have a strong voice representing children and young people, helping us to understand what needs to change and providing ideas and advice about how best to do this. The county council values the experiences of children and young people in care and we are committed to involving them in all decisions that affect their lives.

'Lancashire's Promises to Children in Care and Care Leavers' is based on these commitments, and the promises inform the core principles of this Corporate Parenting Strategy.

Children looked after and care leavers can face challenges as they grow older and move to independence. In order to make this journey as smooth as possible, and to ensure they go on to fulfil their potential, it is vital that elected members and services across the council, along with our partners, work together in their interests. The strategy provides a framework for us to work collaboratively in fulfilling our roles as corporate parents.

The Corporate Parenting Strategy 2018 - 2022 is based on the principles of good corporate parenting and has nine key objectives that will improve the support we provide to children and young people in the future.

- Objective 1: children and young people have a voice in the way we deliver our services.
- Objective 2: children and young people can remain safely at home.
- Objective 3: care leavers in Lancashire will have a 'Local Offer'.
- Objective 4: children and young people will be supported in their education, employment and training.
- Objective 5: children and young people will have a suitable place to live and be cared for.

- Objective 6: the health and wellbeing of our children and young people in care and care leavers will be a priority for Lancashire County Council.
- Objective 7: children and young people will receive appropriate financial support.
- Objective 8: children and young people are protected from harm and risk of exploitation.
- Objective 9: children and young people in our care and care leavers' achievements are celebrated.

The Local Offer, which sets out the support available to care leavers in Lancashire was launched during National Care Leavers Week, which took place the week beginning 24 October 2018. The Local Offer will continue to be developed as each agency contributes different offers and services. The Core Offer is standard and linked to young people's rights and entitlements as care leavers, with support provided in the locality area where they reside.

### **Consultations**

The Corporate Parenting Strategy 2018 - 2022 has been developed in consultation with children, young people and partner agencies in line with our statutory responsibilities for children looked after and care leavers. It was a requirement of The Children and Social Work Act 2017, that each local authority publish information about the services they offer to care leavers. The draft strategy will be shared with wider partners including the district councils and their feedback sought before being finalised. Our Local Offer was launched during National Care Leavers' Week.

### **Implications:**

This item has the following implications, as indicated:

The Corporate Parenting Strategy 2018 - 2022 describes our ambitions and key priorities for how we will work with children in our care and care leavers, their carers and our partners, to ensure they receive the best possible care and protection, and are supported to achieve their full potential. The strategy will also help us to deliver the recommendations from our recent Ofsted inspection and, together with our Children's Services Improvement Plan, will ensure that all care leavers consistently receive timely, accessible and responsive support that meets their individual needs.

### **Financial Implications**

There are no specific financial implications arising from this report.

### **Risk management**

A strategic action plan will sit behind the Corporate Parenting Strategy 2018 - 2022 and will be used to track progress against the objectives within the strategy, with regular reporting to the Corporate Parenting Board.

## List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A



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# CORPORATE PARENTING STRATEGY 2018-2022



Appendix A

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**“Young peoples’ input into the Corporate Parenting Strategy is massively important as we have the lived experience of what it is like to be a child looked after in Lancashire.”**

**“We have first-hand experience of what the local authority is like as a Corporate Parent and what could be done to improve this so we get the best experience possible.”**

**“We want to be kept informed of decisions that are made and the reasons behind why they have been made. This is our strategy and we want to affect how services are run and make sure they work for us. ”**

**“We want our voices to be heard and what we ask for and discuss to be acted upon. ”**

Thank you to LINX and the Care Leavers Forum for helping us shape our strategy.

## INTRODUCTION

We want all Lancashire children to lead successful and fulfilling lives. Our vision is that all children, young people and families in need of help are safe, healthy and supported to achieve.

Whilst children in and leaving our care have achieved incredible things, we know that our services and support to them are not yet consistently good enough. That is why we have worked with them to develop this strategy. It outlines the areas we are going to work together to improve and why. It also says how we will know when we have been successful. To make sure we deliver what we say we will every year we will have a detailed action plan for the whole council and our partners. We will check we are making good progress by reporting regularly to the Corporate Parenting Board which is made up of young people, elected members, foster and residential carers, council staff and our partners.

The strategy sets out our ambition for our children and how we intend to fulfil our corporate parenting responsibilities in a way which puts children and young people at the centre of improvements in the planning, delivery and evaluation of our services. It forms the framework in which Lancashire staff, elected members and relevant partners will work.

### Thank you for supporting the strategy.



**Angie Ridgwell**  
Chief Executive  
of Lancashire  
County Council



**Cllr Geoff  
Driver**  
Leader of the  
County Council



**Cllr Susie  
Charles**  
Cabinet Member  
for Children, Young  
People and Schools



**Cllr Ian Brown**  
Chair of Corporate  
Parenting Board

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## 1. WHAT IS CORPORATE PARENTING?

Sometimes it is not possible for children and young people to be looked after safely by their families without support from social workers. When this happens they come into care and live with foster carers, residential carers, with extended family or in other types of placements. The obligations of their parents become the responsibility of everyone at the council and our partner organisations. The law says this means being their Corporate Parents and “providing them with the stability and support they need to make progress and helping them to access new opportunities and experiences that inspire them to set ambitious goals for themselves” (Keep on Caring 2016).

As a Corporate Parent we have the same goals for children in our care and moving on to independence as every good parent. We will always ask ourselves

“if this was my child, I would .....

We will strive to ensure everything we do is underpinned by 7 care principles:

- 1 to act in the best interests, and promote the physical and mental health and well-being, of children and young people
- 2 to encourage children and young people to express their views, wishes and feelings
- 3 to take into account the views, wishes and feelings of children and young people
- 4 to help children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners
- 5 to promote high aspirations, and seek to secure the best outcomes, for children and young people
- 6 for children and young people to be safe, and have stability in their home lives, relationships and education or work
- 7 to prepare children and young people for adulthood and independent living

**Our Top Tips for Good Corporate Parenting were developed with young people. Please see Appendix 1.**



## 2. WHY DO WE NEED A STRATEGY?

In Lancashire we are very proud of our young people and everything they achieve.

This strategy will provide direction to the various services within the local authority and our partners to improve provision and opportunities to young people in our care and our care leavers. We want the very best for our young people and will support them to ensure that they can reach their fullest potential.

We know from research that children and young people who are looked after by the local authority can be at risk of having poorer outcomes than their peers. They are more likely to leave school with fewer qualifications, have a higher risk of offending and of not being engaged in education, employment and training.

We are fully committed to ensuring that all of our looked after children and young people receive a good education in a caring and supportive environment. Being supported to achieve their best at school enables children and young people to make a successful transition into further education, training and employment.

The Education, Employment and Training Plan for our looked after children and care leavers is being embedded into practice and the impact is beginning to be seen. A higher proportion of care leavers are successfully completing further education courses, entering apprenticeships and moving into higher education.

We know that physical and emotional health is important and as Corporate Parents it is our responsibility to ensure our children have access to excellent health care services and support.

Children and young people need to feel safe and have stability throughout their journey from childhood through adolescence and to independence. As Corporate Parents we will champion for safe places for children and young people to live and ensure they have appropriate access to financial support.

What our children and young people tell us will be at the heart of how our services are developed and delivered.

As Corporate Parents we will be ambitious for our children in care and care leavers.



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### 3. WHO ARE WE LOOKING AFTER?

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CHILDREN AND  
YOUNG PEOPLE IN  
OUR CARE

IN FOSTER  
CARE

LIVING  
AT HOME



YOUNG PEOPLE  
LIVING IN A STAYING  
PUT ARRANGEMENT

LIVING WITH AN  
ADOPTIVE FAMILY

IN  
RESIDENTIAL



IN ALTERNATIVE RESIDENTIAL SETTINGS

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## 4. WHAT ARE WE GOING TO DO?

We have listened to children and young people and have produced nine key objectives that will improve the support we provide to them in the future.

### OBJECTIVE 1

**Children and young people have a voice in the way we deliver our services**

*‘To ensure that children and young people are consulted and actively participate in the decisions we make about how we deliver our services’.*

*‘Nothing about me without me’.*

We will continue to consult with children looked after and care leavers through the Children in Care Council (LINX and POWAR), the Care Leavers Forum and the Corporate Parenting Board. They will have a say and be able to influence any changes to current services or the implementation of new services. We will continue to consult with as many children and young people as possible, using their ideas and recommendations to shape our services.

[www.lancashire.gov.uk/youthzone/need-to-know/linx-speaking-for-you/](http://www.lancashire.gov.uk/youthzone/need-to-know/linx-speaking-for-you/)



### OBJECTIVE 2

**Children and young people can remain safely at home**

*‘To ensure that early support is provided at the right time to prevent the need for statutory intervention’.*

It is important to ensure that whenever possible, children can live safely with their own family. It is always preferable to provide the necessary support to families to allow children to remain living at home than to seek to move them into care. We will always consider other family members or connected people first.

However, if children need to be looked after, we will ensure that this is carefully considered with the aim that they can return home if it is safe to do so. This will include working with a range of partners at every stage. Lancashire uses its Continuum of Need and Risk Sensible Model to identify support services that are needed for the family.



## OBJECTIVE 3

### Care leavers in Lancashire will have a 'Local Offer'

---

*'To ensure that all care leavers feel supported and can access a range of services to promote their continued wellbeing into adulthood'.*

---

The Children and Social Work Act, 2017 states an expectation that local authorities will publish information about:

- Services that local authorities offers to care leavers;
- Other services that local authorities and agencies offer that may assist care leavers in, or in preparing for, adulthood and independent living.

### Lancashire's 'Local Offer'

The Local Offer was developed with young people following a consultation event at Lancaster University. It brings together a wide range of activities and services for care leavers. The Local Offer will be improved and enhanced over the course of the strategy.

**For more information, please see Appendix 2.**  
[www.lancashire.gov.uk/youthzone/care-leavers-local-offer/](http://www.lancashire.gov.uk/youthzone/care-leavers-local-offer/)



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## OBJECTIVE 4



### Children and young people will be supported in their education, employment and training

---

*'To close the achievement gap between those children and young people that the local authority cares for and those that are cared for by their own families'.*

---

Young peoples' likelihood of success in life is much better if they are supported into education, employment and training when they leave care. We recognise that young people who have been in care will often need additional access to these opportunities and we are committed to ensuring that this support is available. We are aware that many children and young people have gaps in their education and we are keen to ensure the children in our care are confident to access a range of educational settings, achieving success in whatever they choose to do. We want all our children to be their best.

Whilst the educational attainment of our children at Key Stage 1 and 2 is good, we know there is a lot more to do to improve educational attainment at Key Stage 4.

The Lancashire Virtual School for children in our care aims to provide support and challenge to schools, education providers, social work teams, and other key partners. The Virtual School also monitors and tracks the progress and individual educational outcomes and targets for all our children looked after and care leavers.

The Employment and Support Team (part of the Virtual School) support Lancashire County Council's children looked after and care leavers aged 14-25 years, with the next steps into employment, apprenticeships, training, volunteering and work experience. It is our aim to increase opportunities for the children we care for across Lancashire and ensure that opportunities are provided in each locality.

## OBJECTIVE 5

### Children and young people will have a suitable place to live and be cared for

*'To ensure that the children and young people we care for have a range of suitable and appropriate accommodation to meet their immediate and long term needs'.*

All children we care for should have access to opportunities to play, socialise, exercise and learn. Being in care shouldn't mean that children and young people miss out on any opportunities.

It is important that wherever a child is placed they are encouraged and supported to experience positive social and leisure activities to encourage their wellbeing.

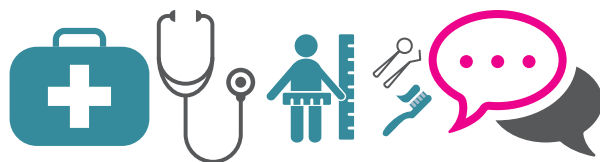
As a child becomes an adult and they move to independence, housing providers and District Councils have an essential role to play in working with Lancashire County Council to provide enough good quality accommodation for care leavers. Lancashire County Council and its district partners are working hard to ensure that when young people are ready to live more independently, we are able to provide a range of move-on accommodation with support, as required.

Staying Put allows young people to remain with their foster carers post 18 years and is promoted as the best option for young people in foster care. Children's Social Care will continue to familiarise themselves with accommodation options for care leavers to ensure their young people's expectations are managed appropriately.



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## OBJECTIVE 6



**The health and wellbeing of our children and young people in care and care leavers will be a priority for Lancashire County Council**

*'To improve the health and wellbeing of the children and young people we care for'*

Health partners have a significant role in identifying, delivering and improving the health of children and young people who are looked after. An initial health assessment is undertaken when a child/ young person is new to care to identify any health needs, and dependant on their age a further review assessment is carried out 6 monthly or annually. Children looked after, can have complex health needs, both physical and psychological. The Looked After Children Nurses liaise with the wider health economy, such as paediatric therapy; dental services; GPs; specialist services e.g. CAMHS, as well as other agencies and non-statutory organisations to ensure health needs are met in the best way for the individual child or young person.

At the final health assessment, the young person leaving care will receive a summary of health needs letter, containing a summary of recent health issues, immunisation status, details of key health contacts, e.g. GP, LAC Nurse, sexual health services.

From listening to young people's feedback, we are currently working with Adult Services to ensure that any continuing support that is needed for our young people is planned before they become adults.

## OBJECTIVE 7

**Children and young people will receive appropriate financial support**

*'To ensure that young people have enough money to provide for their needs whilst in care and after they have left care and ensure that they are supported financially to establish their own homes'*

Lancashire County Council has listened to the voice of young people and understands how difficult it can be living independently. To assist with this, the local authority has ensured that all care leavers can gain assistance with their council tax.

Financial Procedures for care leavers has been refreshed and this sets out the amount of financial support that will be offered to children who are looked after and care leavers.



## OBJECTIVE 8

### Children are protected from harm and risk of exploitation

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*'To ensure that children are protected from harm and exploitation and ensure that they are provided with support to overcome any pull factors that would lead them to being exploited'.*

---

Partner agencies work together to ensure a coordinated response to children and young people most at risk of criminal or sexual exploitation, missing from home and trafficking. Dedicated exploitation teams minimise the number of professionals the child or young person has to work with.

The pathways and approaches for exploitation have been reviewed, updated and improved to be more child focused which will help to build positive working relationships with children who have experienced significant trauma through exploitation. Additional information can be found in Appendix 5a.

**For further information, please see [www.lancshiresafeguarding.org.uk](http://www.lancshiresafeguarding.org.uk)**

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### Children missing from home

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Two thirds of children identified as missing are open to social care and are looked after children. As a response, the local authority has implemented robust, child focused policies and procedures to help support children and young people when they are identified as being at risk of missing.

### Children in our care and youth justice

Lancashire County Council's Children's Services', the Youth Offending Team, Lancashire Constabulary and the Crown Prosecution Service have joint working arrangements to divert and prevent children looked after from offending behaviour and entering or escalating through the justice system.

There is a multi-agency plan in place to respond to the 'In Care of Trouble' agenda.

**Additional information can be found in Appendix 5.**

## OBJECTIVE 9

### Children and young people in our care and care leaver achievements are celebrated

*'To ensure that the children we look after and have looked after, are recognised for their achievements and successes'.*

Children in our care and care leavers have a variety of opportunities to celebrate their achievements. PROUD is the biggest event of the year with young people being nominated by a wide range of key workers and agencies.

The PROUD Awards are an opportunity for Corporate Parents to come together with our children and young people to celebrate their achievements. Approximately 60 young people and their guests attend PROUD each year. It serves as a timely reminder of our children and young people's resilience, many talents and successes despite the adversity and challenges many have overcome. This annual event will continue to celebrate our young people and show them how proud we are.



DRAFT

## 5. HOW WILL WE KNOW WE HAVE MADE A DIFFERENCE?

WHAT WILL YOUNG PEOPLE SAY?

Page 299

I FEEL GOOD ABOUT MY FUTURE

I FEEL SUPPORTED AND CARED FOR

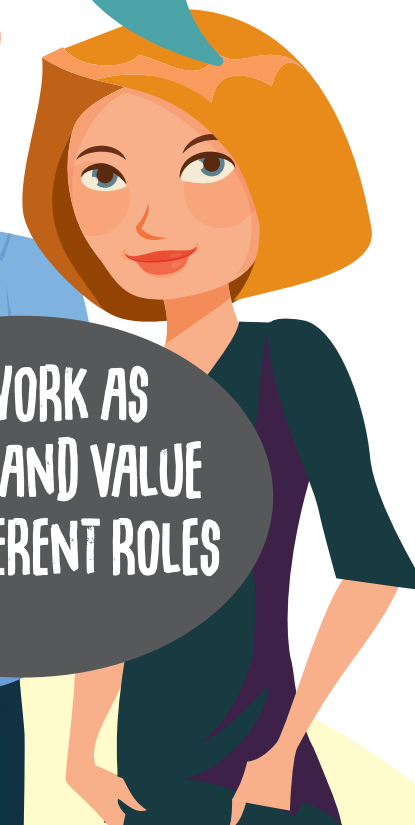
I FEEL PROUD OF MY ACHIEVEMENTS

I FEEL ABLE TO SHARE MY VIEWS AND FEELINGS

WE WORK AS A TEAM AND VALUE OUR DIFFERENT ROLES

WHAT WILL PARTNERS SAY?

WE UNDERSTAND HOW WE CAN CONTRIBUTE & SUPPORT



# WHAT WILL CORPORATE PARENTS SAY?

DRAFT

WE BUILD TRUSTING  
RELATIONSHIPS WITH  
OUR CHILDREN &  
YOUNG PEOPLE

I AM PROUD  
OF OUR CHILDREN AND  
YOUNG PEOPLE

WE VALUE AND RESPOND  
TO WHAT CHILDREN &  
YOUNG PEOPLE TELL US

I WANT THE  
BEST FOR OUR CHILDREN  
AND YOUNG PEOPLE

OUR CHILDREN  
AND YOUNG PEOPLE ARE SUPPORTED  
TO ACHIEVE THEIR BEST IN EDUCATION  
AND EMPLOYMENT

OUR CHILDREN  
AND YOUNG PEOPLE FEEL  
SAFE AND CARED FOR



# CORPORATE PARENTING APPENDICES

## APPENDIX 1

### Top Tips to Good Corporate Parenting What our Children and Young People say

**01** **Know a Child/Young Person's Story**  
Understand why your child/young person is in care from the file and also their story when you meet them.

**02** **Care History**  
Understand their care history, placements, and current placement i.e. who are the other children/young people in placement, are there any risks? Dynamics.

**03** **Family/Contact**  
Understanding their birth family is important to them, who they have contact with – is there anyone they are not allowed to see? Contact plan as part of care plan, the venue of contact/visits/supervised or unsupervised needs to be thought through.

**04** **Purpose**  
Visit regularly and understand why you are visiting your children.

**05** **Assess and Plan**  
What is the plan? Going home?  
Staying in placement until adulthood?  
Do an assessment to ensure this plan remains relevant.

**06** **Ambition**  
Have ambition for your children/young people. Education, hobbies, friends, wishes/wants.

**07** **Voice of the Child/Young Person, their 'Lived Experience'**  
Understand and listen to what your child feels/wants and evidence this. Who is your child close to i.e. teacher? Look at the best holistic way of obtaining the voice of the child/young person.

**08** **Visit**  
See your children on their own, take them out, do unannounced visits on occasion see what their everyday environment is like unstaged. Think about the purpose of the visit and what needs to be achieved.

**09** **Multi Agency and Partnership Working**  
Other agencies have information about your child/young person, their history, likes and dislikes, risks. They may see them every day and will have education and health information which assists you in building up a picture of what needs they may have and what the plan of care needs to be.

**10** **Know your Resources, Support and Community**  
Know what is there for your children young people that may benefit them.

**11** **Child/Adolescent Development**  
Understand your child's history and child/adolescent development.

**12** **Identity and Diversity**  
Be aware of specific issues, special educational needs, criminality, transgender, sexuality, cultural and ensure this is acknowledged in care plans.

## APPENDIX 2

Priorities identified at the Care Leaver Local Offer Event at Lancaster University in April 2018. More detailed information can be provided.

### Accommodation

- Accommodation options in the area they were in care
- Smaller types of supported accommodation
- What support can I get from housing?
- Practical skills to prepare for independence

### Health and Wellbeing

- Better transition to adult services, adult services need to know about issues facing care leavers

### Relationships

- Would like peer-peer support from other care leavers
- Good support from personal adviser but would like to see her more

### Education, Employment and Training

- Great if care leavers received an apprenticeship bursary like they do at university
- Opportunities to visit universities
- Need a list of training providers in the area where I live

## Other Support and Participation

- Care leaver forums in other areas
- Information on what a Care Leaver Forum is
- Activity groups that are after 5pm
- Out of hours support

## APPENDIX 3

### Education Attainment

#### Key Stage 1 (end of year 2: 7 years old)

- Lancashire KS1 CLA achieved above national average for CLA in every subject area: Reading, Writing, Maths and all three combined and well above average in Writing and the combined measure for Reading, Writing and Maths
- Compared to 2015-16 our KS1 CLA increased attainment in all subject areas and above the rate of increase for CLA nationally.
- Key Stage 2 (end of year 6: 11 years old)
- Lancashire KS2 CLA achieved above the national average for CLA in Reading, Maths, Grammar, Punctuation and Spelling, and also in Reading, Writing and Maths combined
- Writing assessment was lower for our KS2 CLA than the national average, though we had a higher % of pupils (9%) who achieved Writing at greater depth than the national average (6%)
- Compared to 2015-16 our pupils increased attainment in all measures except in Writing
- Progress from KS1 to KS2
- Lancashire CLA who had been in care for at least 12 months,

made greater progress than those with similar starting points, from the end of KS1 to KS2 than national CLA average, in Reading, Writing and Maths

- Progress in Maths was significantly higher than national rate
- Key Stage 4 (end of year 11: 16 years old)
- Attainment and progress was below the national average- measured by scores obtained, and progress measured, across 8 examinations (Attainment 8, Progress 8)
- The attainment and progress of CLA in 2016-18 decreased nationally from 2015-16, and in Lancashire this decrease was higher than the national average

Currently 69% of our CLA/care leavers are in education, employment and training in May 2018, compared to 53% of the same cohort in May 2017.

97% of this group are currently assessed as on track to achieve their qualification.

The merger of the Employment and Support Team with the Virtual School (November 2017) and the commitment from the LA of significant funding (9 April 2018) had greatly increased the level of support that is available to support CLA and care leavers into employment. Since April 2017 the team has supported 241 young people. 84 have accessed work experience placements and to date 50 have progressed into paid employment, which has increased from a total of 16 in the same period in 2016-17.

## APPENDIX 4

### Care Leavers

Revised information on the financial support available to care leavers will be shared after it has been agreed at Cabinet in the autumn. Additional information will be published on the Local Offer website, once it has been confirmed.

### *Moving Towards Independence*

- Young people will be supported by their personal advisers, social workers and key workers if they reside in supported accommodation. Practice guidance has been published which provides a consistent message and support for young people.

### *ASDAN Awards*

The ASDAN Living Independently Short Course is focused on helping children looked-after make a successful transition to adulthood. The course supports the cross-government strategy to transform support for young people leaving care – ‘Keep on caring: supporting young people from care to independence’. 347 packs have been issued to care leavers in Lancashire. The packs can be completed with support from their personal advisers, foster carers or any other support worker.

## APPENDIX 5

A comprehensive approach has been crafted in respect to not only supporting children identified as being missing, but also to enable children, young people and professionals to be able to gain a fuller understanding of the push and pull factors that orbit children when identified as missing.

Such an approach is crucial to ensure that the local authority is able to respond to the needs of children placed in its care and to be able to offer children and young people the support and guidance that one would expect from a parent.

Lancashire County Council has a clear process pathway in order for children and young people to be supported. This includes the child or young person being seen within 72 hours of being found and being offered a return home interview. These interviews are holistic and child focused and allow the child and young person to gain some insight and understanding into the possible reasons they may go missing and what support can be provided to assist the child or young person to reduce their missing episodes.

As a Corporate Parent, we are resolute in ensuring that all children placed in our care, that are subsequently identified as being at risk of missing, are offered a comprehensive package of support that reflects their individual needs.

### a) Missing From Home

Lancashire County Council has implemented Missing Intervention Meetings, where the child, parents and carers are invited to discuss identified concerns pertaining to missing episodes. These meetings allow the child or young person to explore the reasons why they go missing and what the local authority, as a Corporate Parent, can do to help alleviate these incidents.

Monthly Missing from Home Panels are held, where the most high risk missing cases are discussed in a multi-agency forum. The panel discuss the child's care plan and evaluate if certain aspects of the plan needs revisiting to ensure that the plan is appropriate to the child's.

This approach has already proven to be highly effective in addressing identified issues and then being able to make recommendations for level 3 strategy meetings to be held in order for the child's care plan to be evaluated and if needed amended. It is agreed that such swift actions allow for the child's care plan to not only be evaluated, but for a comprehensive, holistic and child focused response to be provided when a child has been identified as being at risk of missing.

The Multi-Agency Child Sexual Exploitation (MACSE) Meeting occurs on a monthly basis and interlinks with the missing Education and Missing From Home Panels to ensure that all areas of risk within a child's life are captured and plans established. The MACSE is a multi-agency meeting and is attended by all required partners to inform decision making in relation to plans

and intervention, such as disruption or prosecution of perpetrators. The plans established within the meeting also help to safeguard children.

The exploitation teams work closely with the child's social worker in order to support, assist and befriend alongside the risk assessment and risk management plan. This joined up working provides additional support to a child when they have been a victim of exploitation.

The service also commissions additional support and training from experts within the field to upskill staff and work directly with children who require specialist intervention and support to begin to address the trauma they have experienced. All training delivered is multi-agency and links in with the LSCB.

## b) Children Missing Education

In Lancashire, the Children Missing Education (CME) Panel fits within the structure of multi-agency meetings and panels across Lancashire, including Multi-Agency Child Sexual Exploitation (MACSE) and Missing from Home (MFH). The CME Panel meets monthly and is attended by representatives from Education, CME, Virtual School, Pupil Access, SEND, CSE and CFW. New cases of CME are identified by the CME Team in priority order across Lancashire; these are added to the existing open cases. At each panel previous cases are discussed.

There are three outcomes at the panel:

1. A case may be closed if the child or young person is now in education
2. A case may be referred to MFH or MACSE if a situation has escalated and other issues make the child/young person more vulnerable
3. A case remains on the panel list and will be returned to at the next meeting when updates on new actions will be discussed. Each action is clearly allocated to an individual and they have responsibility for progressing that action.

## APPENDIX 6

### Legislation

- Section 1 of the Children and Social Work Act 2017
- Part 3 of the Children Act 1989 (the Act)
- The Care Planning, Placement and Case Review (England) Regulations 2010 (as amended 2015)
- The Care Leavers (England) Regulations 2010 (the Care Leavers Regulations)

### The Children and Social Work Act 2017

The Act is intended to improve support for children looked after and care leavers. It sets out principles for local authorities to be the best parent they can be to children in their care.

Section 1 introduces seven principles of Corporate Parenting which local authorities must have regard to for children looked after or care leavers. (See below).

Section 2 requires local authorities to publish information about the services it offers to care leavers which may assist them in preparing for adulthood and independent living. These services may include health and wellbeing, education and training, employment, accommodation, and participation in society. It is distinct from the special educational needs and disability (SEND) local offer stipulated by the Children and Families Act 2014.

Section 3 requires local authorities to appoint a personal adviser for care leavers who request one up until the age of 25, regardless of whether the young person intends to pursue education or training. The local authority also has a duty to carry out an assessment of the young person's needs and to provide the necessary advice and support. This includes supporting young people to access housing options teams and to ensure that they are able to access the correct information.

[www.local.gov.uk/get-act-children-and-social-work-act-2017](http://www.local.gov.uk/get-act-children-and-social-work-act-2017)

## Keep on Caring

In 2016, the government launched its new strategy, 'Keep on Caring'. It outlined its vision for further reform of support for care leavers based on innovation, system reform and the embedding of corporate parenting responsibility across society.

Strategic priorities include: better preparation for independent living; access to education, employment and training; improved stability, through funding for Staying Put arrangements and introducing Staying Close for young people leaving residential care; health and wellbeing and financial stability.

[www.gov.uk/government/publications/keep-on-caring-supporting-young-people-from-care-to-independence](http://www.gov.uk/government/publications/keep-on-caring-supporting-young-people-from-care-to-independence)

## Ofsted

From 2018, the way Care Leavers Services will be inspected is going to change. For more information, see <https://www.gov.uk/government/publications/ofsted-strategy-2017-to-2022>

## Health of Looked After Children

[www.gov.uk/government/publications/promoting-the-health-and-wellbeing-of-looked-after-children--2](http://www.gov.uk/government/publications/promoting-the-health-and-wellbeing-of-looked-after-children--2)

## Educational Attainment of Looked After Children

[www.gov.uk/government/publications/promoting-the-education-of-looked-after-children](http://www.gov.uk/government/publications/promoting-the-education-of-looked-after-children)

## Looked after Children and Youth Justice

DfE - CA 1989 Guidance & Regulations Volume 2 - Care Planning, Placement & Case Review (Supplement)

## APPENDIX 7

### The role of Elected Members/District Councils/External Partners

- Have a clear understanding and awareness of the issues for looked after children and care leavers in the authority area and those placed out of area
- Champion the interests of looked after children and care leavers in all they do
- Ask questions about outcomes for children and challenge appropriately
- Ensure looked after children and care leavers have a say in how decisions are made about the services that affect them, so they can influence those decisions. This includes councillors engaging with the looked after children council and the leaving care council
- Provide meaningful work based training opportunities, including apprenticeships for care leavers within the council and its partners and contractors to improve their future prospects
- Ensure children placed out of county receive an equal service
- Ensure that the council, as Corporate Parent, is keeping the promise it has made in the Care Leavers Pledge
- Require evidence of improving positive outcomes and aspirational progress for Lancashire's looked after children
- Ask how all elements of council business have an impact for looked after children
- Make connections and links between council plans, strategies and decision-making for looked after children

## ACRONYMS

Care leavers fall into four categories which have been defined in the Children Act 1989;

1. Eligible
2. Relevant
3. Former relevant
4. Qualifying

- CAMHS - Child and Adolescent Mental Health Services
- CFW - Child, Family and Wellbeing Service
- CLA - Child looked after
- CME - Child Missing Education
- CP - Child Protection Plan
- CSC - Children's Social Care
- CSE - Child Sexual Exploitation
- DfE - Department for Education
- GP - General Practitioner (doctor)
- KS - Key Stage (in reference to education)
- LA - Local authority
- LAC - Looked after child (Health)
- LCC - Lancashire County Council
- LCS - Lancashire's recording system

- LINX - Children in Care Council
- LSCB - Lancashire Safeguarding Children's Board
- LYOT - Lancashire Youth Offending Team
- MACSE - Multi Agency Child Sexual Exploitation
- MASH - Multi Agency Safeguarding Hub
- MFH - Missing from Home
- PA - Personal advisers
- PEP - Personal Education Plan
- SEND - Special Educational Needs and Disability
- SW - Social Worker



# LANCASHIRE'S PROMISES

CHILDREN IN CARE & CARE LEAVERS

## FROM YOUR CORPORATE PARENTS

These Promises have been made by Lancashire County Council and our partners to children looked after and care leavers. We promise to do our best to help you achieve your full potential, we are committed to involving you in any decisions that affect your life, we will ask you what you think, we will listen to you and take your views into account. This is part of our commitment to making sure that children and young people are valued in every aspect of their lives.



**KEEP YOU SAFE AND HAPPY WHERE YOU LIVE**

**REGULAR CONTACT WITH IMPORTANT PEOPLE**



**KEEP THE SAME SOCIAL WORKER**  
(unless absolutely necessary for you to change)



**INFO HOW TO STAY IN TOUCH**



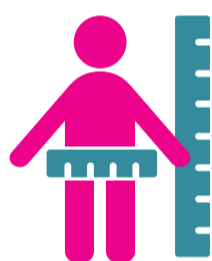
**SUPPORT YOU TO HAVE A SAFE HOME**

**MAKE SURE YOUR VOICE IS HEARD**



**LISTEN TO YOU**

**INVOLVE YOU**



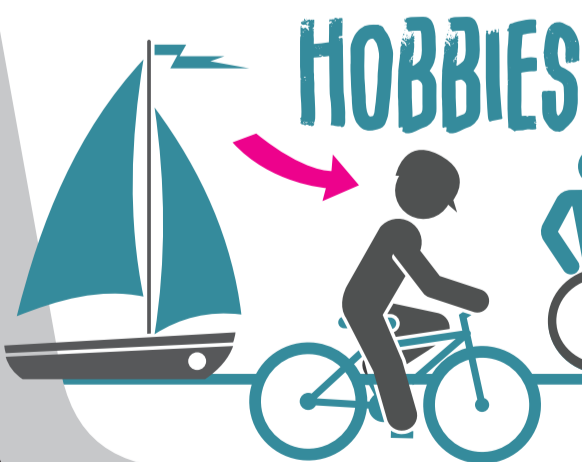
**ENCOURAGE YOU TO HAVE GOOD PHYSICAL & EMOTIONAL HEALTH**



**CELEBRATE YOUR ACHIEVEMENTS**



**PLACES TO MEET MEET YOUR RELIGIOUS AND CULTURAL NEEDS**



**HOBBIES**

**continue doing what you do**  
**TRY SOMETHING NEW**



**MEET NEW PEOPLE**



## GETTING INVOLVED

There are lots of different ways you can get involved in having a say about the service you receive.

You may have suggestions about what we could do differently or even what's going well for you, which could have a positive impact for other looked after children and care leavers.

You might be interested in joining Lancashire's children in Care Council (LINX or POWAR) or the Care Leaver Forum. The groups are made up of children and young people who are in care or care leavers. It is another way of getting your voice heard. They provide a great opportunity for you to talk about issues affecting children in care and care leavers which can be fed back to the Corporate Parenting Board.

The Corporate Parenting Board is there to make sure the council does a good job for you. Attending the Corporate Parenting Board is another way you can raise issues for children in care and care leavers. Get in Touch with [LINX](#) for more information.

### Want to meet an Independent Visitor?

An Independent Visitor befriends a young person in care. They will visit twice a month away from your home and plan activities together.

More information on the Independent Visitor Service and Virtual Independent Visitor is on the [Childrens Rights Service website](#) or call **01772 759 233**.

### Need an Independent Advocate?

This service helps children and young people in care to have a say about what happens in their lives. All young people in the care of Lancashire County Council, aged 0-18 years are eligible for the service, including those living at home or with friends and extended family. We also work with care leavers up to the age of 25.

### An advocate can support in various ways:

- Attending reviews/meetings with, or on behalf of, the child or young person
- Helping with placement issues
- Discussing contact arrangements with family members
- Making complaints
- Providing information

Contact **The Childrens Rights Service 01772 759 233** or complete a **request form Childrens Rights Service**

## HOW TO MAKE A COMPLAINT

If you have any concerns about the service and support you are receiving then please raise this as soon as possible with your social worker, personal adviser or their manager, hopefully this will be resolved quickly.

Or you may want to contact the Childrens Rights Service to request an advocate, phone **01772 759 233** or **Freephone 0800 085 6324**.

However, if you do want to make a complaint contact the Customer Service Centre on **0300 123 6720**.

## MOMO One

### Mind Of My Own - MOMO One App

MOMO One is a way for children in care and care leavers to prepare for meetings, raise problems or ask for something.

You can download MOMO One as an App for Android or Apple devices or use it on any internet browser device such as a tablet or Xbox.

You can ask for the information you put in to go to a worker of your choice, for example your social worker, personal advisor or the complaints team.

MOMO One is not an instant messaging service and you will not receive a response back through the App. The information gets picked up and passed on to the worker during normal working hours, Monday to Friday. The worker will then contact you by phone or email as usual.

For more information see the [MOMO website](#).

## LANCASHIRE'S PROMISES CHILDREN IN CARE & CARE LEAVERS



**Report to the Cabinet**

Meeting to be held on Monday, 3 December 2018

**Report of the Head of Service, Education, Quality and Performance****Part I**

Electoral Division affected:  
Wyre Rural East;

**The Future of Bleasdale Church of England Primary School**

(Appendices 'A' to 'C' refer)

Contact for further information:

Paul Duckworth, Tel: 01772 516166, Senior Adviser – School Improvement  
paul.duckworth@lancashire.gov.uk

**Executive Summary**

At a meeting of the governing body on 4 July 2018, the governing body of Bleasdale Church of England Primary School resolved to ask the Local Authority to consult on the future of the school and this decision was supported by the Blackburn Church of England Diocese.

The purpose of this report is to seek approval to undertake a formal consultation on the future of Bleasdale Church of England Primary School. The report proposes stage 1 consultation on the possible closure of Bleasdale Church of England Primary School, due to a fall in the numbers on roll at the school making the school educationally and financially unviable. The report identifies the reasons for the proposal, and sets out the process to be followed in undertaking potential closure of a maintained school.

**Recommendation**

Cabinet is asked to:

- (i) Consider the information in this report.
- (ii) Approve the proposal that stage 1 consultation be undertaken, starting on 7 January 2019, on the proposed closure of Bleasdale Church of England Primary School, with effect from 31 August 2019.

**Background and Advice**

Bleasdale Church of England Primary School is a 4-11 local authority maintained Church of England voluntary aided school located in Wyre Rural East and is deemed

by Department for Education categorisation to be a rural school. The most recent inspection of the school was in September 2015 when, overall, the school was judged to be good. At the previous inspection, the school was judged as 'requires improvement'. At the time of the last inspection, the school was part of a collaboration with another rural school and shared a headteacher across both schools.

Following the retirement of the headteacher at the end of August 2016, the school has been led by two different part-time associate headteachers.

As at September 2018, the school had 2 pupils on roll, one in Year 4 and one in Year 6.

With regard to their financial position, the school has sufficient funding to continue to operate in 2018/19, but with only 2 pupils would go into an irrecoverable deficit from 1 September 2019.

The Department for Education's statutory guidance, 'Opening and Closing Maintained Schools' (April 2016) gives a reason for closing a maintained school as 'it is surplus to requirements'. It should be noted that... 'there is a presumption against the closure of rural schools. This does not mean that rural schools will never close, but the case for closure should be strong and a proposal clearly in the best interests of education provision in the area.'

Careful consideration has been given to the statutory guidance on the closure of rural schools, and given the fact that there will only be one child on roll in September 2019, there would no adverse effect of a closure on the local community, standards in neighbouring schools or travel/transport.

The building would transfer to the ownership of the trustees who are the Vicar and the two Church wardens. Reverter applies and so land will be subject to a reversion process and the full extent of the land would need to be ascertained at closure as the boundaries are not defined in the deed. The Diocese of Blackburn are custodian trustees and it is understood that there is no Local Authority land involved. The school does not have a school field, but leases the field from the Bleasdale Village Hall Committee.

The next nearest school of any denomination is Calder Vale St John's Church of England Primary School which is 2.98 miles away, which had 23 pupils (plus 5 in Nursery) on roll in October 2018, with a net capacity of 70.

### **Key Factors for Consideration**

A number of key factors have been taken into consideration in relation to this proposal and these are: pupil numbers and admissions, financial viability and school performance. The key information and findings on the factors outlined above can be found in Appendices 'A' and 'B'. Appendix 'C' sets out a map of the area, which shows where other primary schools in the area are located.

### **Closing a Maintained Mainstream School: Guidance and Process**

There is a defined statutory process in the School Organisation (Establishment and Discontinuance of Schools) Regulations 2013 which must be followed before making a decision on the closure of a maintained school. This is supplemented by further guidance on the process published by the Department for Education. There are 5 statutory stages for a proposal as set out below:

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Consultation	Publication	Representation	Decision	Implementation
Likely to be no longer than 12 months and a minimum of 6 weeks during school term time is recommended	This requires publication of the statutory notice in an appropriate local newspaper and on the school premises and at all entrances of the school within 12 months of the consultation. An accompanying proposal is also required	Must be a minimum of 4 weeks, from the date the statutory proposal is published	Local Authority will be the decision-maker and must determine proposals within 2 months. If longer, it must be referred to the schools adjudicator within a week of the end of the 2 month period	No prescribed timescale but proposers must be expected to show good reason if the timescale is longer than 3 years

A broad timetable, which is subject to change, for the overall process to be applied in respect of a proposal to close Bleasdale Church of England Primary School is set out below:

Action	Start
Cabinet approval to consult	3 December 2018
Stage 1 Consultation	7 January 2019 – 15 February 2019
Report back on consultation and Cabinet decision whether to publish Statutory Notice	April 2019
Stage 2 and 3 Publication of Statutory Notice and representation period	April/May 2019
Stage 4 Decision	July 2019
Stage 5 Implementation	August 2019

## Conclusion

As can be seen from the pupil numbers and longer-term financial viability of the school, Bleasdale Church of England Primary School is not viable. Given the pupil numbers and no projected rise, joining a Multi-Academy Trust is not possible as financial due diligence will clearly outline that the school is not viable. Equally, the school has been a part of a number of collaborations including at the time the governing body made this decision to consult on the future of the school. Any structural solution would require ongoing cash injection to be viable and, therefore, none of these options will provide an adequate solution.

## Consultations

At a meeting of the governing body on 4 July 2018, the governing body of Bleasdale Church of England Primary School resolved to ask the Local Authority to consult on the future of the school and this decision was supported by the Blackburn Church of England Diocese.

**Implications:**

This item has the following implications, as indicated:

**Risk Management**

The authority has a statutory duty to secure high quality school places for its residents. Alternative school places can be secured for current pupils affected by the proposed closure.

There are implications for staff employed in the school but the authority has experience in staff redeployment and retraining and a good record in avoiding compulsory redundancies. The Human Resources Service at Lancashire County Council is already supporting the school with staffing reduction procedures necessitated by the fall in pupil numbers.

**Financial Implications**

The current small budget surplus should see the school to September 2019 without falling into a significant budget deficit. However with only two children on roll the budget position from April 2019 will be poor and unsustainable going forward.

When a school is closed by an authority, any balance (whether surplus or deficit) reverts to the authority. The authority cannot transfer a closing balance to an individual school, even when that school is a successor to the closing school, except that a surplus or deficit transfers to an academy where a school converts to academy status under section 4(1)(a) of the Academies Act 2010.

Current Education and Skills Funding Agency guidance states that any deficit balance on a closing school is the responsibility of the authority. The Lancashire Schools Forum has an established reserve for some strategic school deficits. The authority will continue to receive Dedicated Schools Grant funding for the pupils when they relocate to new schools within the county.

**Equality and Cohesion**

A full Equality Analysis will be completed and reported at the determination stage of the proposal.

**List of Background Papers**

Paper	Date	Contact/Tel
None		

Reason for inclusion in Part II, if appropriate

N/A





## **Bleasdale Church of England Primary School**

### **Key Factors for Consideration**

This appendix sets out the key factors which have been taken into consideration in relation to this proposal.

### **Pupil Numbers and Admissions**

Bleasdale Church of England Primary School has seen a reduction in the number of pupils on roll from 16 in January 2014 to 2 in September 2018. There are no pupils in Reception, Year 1, Year 2 or Year 3 and there were no admissions to the school in September 2018.

Whilst the pupil numbers have declined in this rural area, Bleasdale's numbers have fallen to a greater extent than those in the other schools. With only 2 pupils currently on roll and one of these pupils set to leave at the end of 2018/19 academic year and no significant housing planned for the area, this position is unsustainable.

Whilst pupil numbers in the area have declined over recent years, the capacity within the other 2 schools in the planning area would provide sufficient capacity for the Bleasdale pupils (one of whom will leave at the end of the 2018/19 academic year). The combined capacity of the other 2 schools is 105, to be compared against total number on roll of 60 pupils. Based on current and projected pupil numbers, there should be sufficient places in all cohorts of the other 2 schools to accommodate the pupils if Bleasdale Primary School were to close, one of which is also a Church of England school. The nearest school is over 2 miles away so there may be a transport impact for future pupils in the area.

In the next 5 years, just 17 new houses are expected to be completed which may impact upon the schools within the Bleasdale, Calder Vale and Claughton Planning area of the Wyre District. This is expected to yield approximately 3 pupils for the whole area. Neither the emerging Local Plan nor the available housing data show any additional housing planned for the area which may impact upon future numbers at this school.

As a consequence of the reductions in pupil numbers, the financial resources available to the school have declined and these will be considerably lower from April 2019, when the school's funding will be based on the two pupils on roll in October 2018.

### **Financial Viability**

The school has sufficient funding to continue to operate in 2018/19 but with only 2 pupils would go into an irrecoverable deficit from 1 September 2019. Staff numbers are already at floor levels and minimal non-staffing costs are already at the lowest practicable level.

Without adequate funding the educational provision in the school would decline.

The authority expansion policy may offer support to any maintained primary school that admits pupils from a closing school. Schools shall receive the following support from the growth fund for the year in which the pupil is admitted:

i. Maintained primary schools – shall receive funding for each pupil admitted into any year group from the date deemed by the authority to be the date of transfer of all pupils due to the closure of a school to the end of the financial year at the equivalent rate per pupil as applied within the primary growth fund;

### **School Performance**

The alternative schools in the area are either good or outstanding. Bleasdale Primary School is currently good but it may be difficult to retain that rating if the school were to stay open with such a small number of pupils.

**Table 1: PAST SITUATION - Numbers on roll**

School	Number on Roll						Current * PAN	Year Reception Intake					
	NOR Jan 2014	NOR Jan 2015	NOR Jan 2016	NOR Jan 2017	NOR Jan 2018	% increase or decline over the last 5 years	PAN in Sept 2018	Intake - Sept 2014	Intake - Sept 2015	Intake - Sept 2016	Intake - Sept 2017	Intake - Sept 2018	% increase or decline over the last 5 years
Bleasdale CE Primary	16	13	12	13	12	<b>-25%</b>	8	4	1	1	1	0	<b>-100%</b>
St. Mary's Catholic Primary, Claughton-on-Brock	31	40	38	36	29	<b>-6.45%</b>	7	5	4	6	3	6	<b>-20%</b>
Calder Vale St. John CE	22	15	25	21	19	<b>-13.64%</b>	10	3	5	0	4	3	<b>0</b>
<b>District: Wyre</b>	<b>69</b>	<b>68</b>	<b>75</b>	<b>70</b>	<b>60</b>	<b>-13.04%</b>	<b>25</b>	<b>12</b>	<b>10</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>-25%</b>

**Conclusions:**

Whilst the pupil numbers have declined in this rural area, Bleasdale's numbers have fallen to a greater extent than those in the other schools. With only 2 pupils currently on roll and one of these pupils set to leave at the end of 2018/19 academic year and no significant housing planned for the area, this position is unsustainable.

- **Pupil Admission Number**

**Table 2: CURRENT SITUATION - Pupil Numbers Data**

School	Type	Number on Roll as at Oct 2018 School Census								Net Cap	NOR vs Net Cap	PAN	Sep 18 1 <sup>st</sup> Pref**	PAN vs 1 <sup>st</sup> Pref
		R	Y1	Y2	Y3	Y4	Y5	Y6	Total					
Bleasdale CE Primary	VA	0	0	0	0	1	0	1	2	56	54	8	1	7
St. Mary's Catholic Primary, Claughton-on-Brock	VA	6	4	7	4	5	3	6	35	52	17	7	5	2
Calder Vale St. John CE	VA	3	5	0	5	5	0	5	23	53	30	10	3	7
<b>District: Wyre</b>		<b>9</b>	<b>9</b>	<b>7</b>	<b>9</b>	<b>11</b>	<b>3</b>	<b>12</b>	<b>60</b>	<b>161</b>	<b>101</b>	<b>25</b>	<b>9</b>	<b>16</b>

(Type: FT = Foundation Trust, C = Community, VA = Voluntary Aided, VC = Voluntary Controlled, A= Academy and F=Free)

Please note this excludes any nursery or sixth form data

**Conclusions:**

Whilst pupil numbers in the area have declined over recent years, the capacity on the other 2 schools would provide sufficient capacity for the Bleasdale pupils (one of whom will leave at the end of the 2018/19 academic year).

The combined capacity of the other 2 schools is 105, to be compared against total NOR of 60 pupils.

**Table 3: FUTURE SITUATION – Projected Pupil Numbers**

	Forecast from Births				Primary Numbers						
Birth year											
Intake year	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Projected intake 5yr average intake **	9	9	8	6	9	9	7	9	11	3	12
PAN 2018	25	25	25	25	25	25	25	25	25	25	25
Surplus (Shortfall)	16	16	17	19	16	16	18	16	14	22	13
PAN without Bleasdale CE	17	17	17	17	17	17	17	17	17	17	17
Surplus (Shortfall)	8	8	9	11	8	8	10	8	6	14	5

\*For this forecast, it is assumed that the school's market share will be absorbed by the other 2 schools.

\*\*beyond 2022 forecasts are beyond normal scope of forecast.

**Conclusions** (including raw data, housing and migration, outward migration, Transfer Rate)

Based on current and projected pupil numbers, there should be sufficient places in all cohorts of the other 2 schools to accommodate the pupils if Bleasdale CE were to close, one of which is also a CE school.

#### **Table 4: Housing and Migration (5 Year Position)**

##### **Housing Trajectory**

In the next 5 years, just 17 new houses are expected to be completed which may impact upon the schools within the Bleasdale, Calder Vale and Claughton Planning area of the Wyre District. This is expected to yield approximately 3 pupils for the whole area.

These figures feed into the latest Forecast (Spring 2018, to be updated late 2018) as follows:

<b>Bleasdale, Calder Vale and Claughton Forecast data &amp; latest Housing Land Supply</b>	<b>Figures</b>
Net Capacity of planning area	161
Current number on roll of primary schools	60
Projected number on roll in 5 years, excluding housing & migration	56
Projected number on roll in 5 years, <b>including</b> housing & migration (migration more than offsets housing)	50
<b>Surplus places</b> in this planning area in 5 years' time, including housing & migration	111
<b>Surplus places</b> in planning area in 5 years' time, excluding places at Bleasdale CE Primary (school proposing to close)	55

##### **Long term housing / Local Plans**

Neither the emerging Local Plan nor the available housing data show any additional housing planned for the area which may impact upon future numbers at this school.

**Table 5: Pupil preference data**

School	PAN	Five years previous figures e.g. (change as appropriate)										Walking distance in miles from proposed closed school
		2013/14		2014/15		2015/16		2016/17		2017/18		
		1 <sup>st</sup> pref	Total pref	1 <sup>st</sup> pref	Total of pref	1 <sup>st</sup> pref	Total of pref	1 <sup>st</sup> pref	Total of pref	1 <sup>st</sup> pref	Total of pref	
Bleasdale CE Primary	8	0	1	2	4	1	2	0	0	1	4	
St. Mary's Catholic Primary, Cloughton-on-Brock	7	5	12	6	13	7	14	8	19	5	13	4.35 m
Calder Vale St. John CE	10	0	0	0	8	4	8	0	2	4	15	2.98 m
Total 1 <sup>st</sup> pref		5		8		12		8		10		
Bleasdale CE School % of all 1 <sup>st</sup> pref		0%		25%		8.3%		0%		10%		

Preferences at 16<sup>th</sup> April offer date each year

**Conclusions:**

Of the three schools only St Mary's Catholic Primary has received more first preferences than places and this was for only 1 out of the 5 academic years.

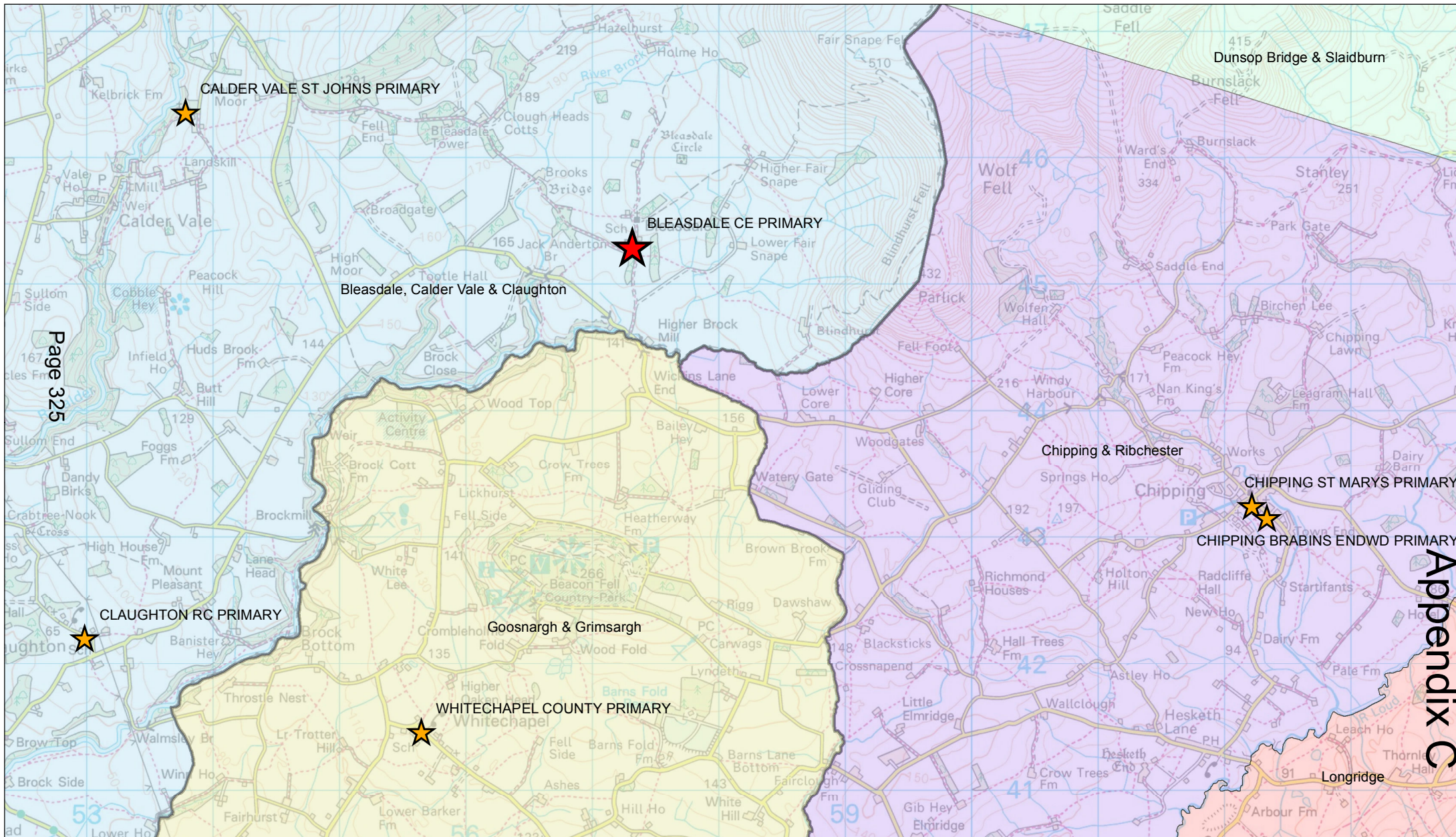




# Bleasdale Church of England Primary School

Map created : 30/10/2018

Map scale : 1:40,000





**Report to the Cabinet**

Meeting to be held on Monday, 3 December 2018

**Report of the Head of Service, Children and Family Wellbeing Service****Part I**Electoral Divisions affected:  
All**Awarding of Small Grants to Third Sector Groups which are Registered with the Children and Family Wellbeing Service, including Grants to Individual Young People**

Contact for further information:

Ruth Gibson, Tel: (01772) 538130, Business Support Officer  
ruth.gibson@lancashire.gov.uk**Executive Summary**

This report outlines the work of the District Youth Councils in their role in recommending grant monies to third sector organisations which are registered with the Children and Family Wellbeing Service.

**Recommendation**

Cabinet is asked to consider and approve the recommendations of the District Youth Councils on the applications for grants from third sector groups which are registered with the Children and Family Wellbeing Service, as set out in the report, and determine the awards it wishes to make.

**Background and Advice**

In Lancashire, there is already a process for third sector groups which are registered with the Children and Family Wellbeing Service, to apply for small grants for the development of the organisation, and for the young people within those organisations who may need help to fund a specific project, i.e. funding for a trip or group activity.

Individual young people can also apply for funding, if they are in need of financial support, which will aid their development and learning, i.e. attendance on an educational course and equipment needed. If these grants are £250 or less, the District Youth Council has the authority to approve these. Should any applications be received from individual young people which are for more than £250 then currently the Cabinet is asked to consider these, taking into account the views of the District Youth Council.

The details of recent applications received by the registered third sector groups are as follows:

<b>Organisation</b>	<b>District</b>	<b>Summary of Purpose</b>	<b>Amount applied for (£)</b>	<b>Amount recommended by District Youth Council (£)</b>
Sporting challenge	West Lancashire	10 Dance and Boccia/ Kurling sessions for young people with disabilities	£2,000	£2,000
Clitheroe Youth Forum	Ribble Valley	Horse care project, Quad biking, Sailing days, Trampolining sessions and mini bus costs	£2,000	£1,340
		<b>Total</b>		<b>£3,340</b>

The District Youth Councils have met to consider this application and have recommended approval of the amounts above based on their assessment. The reasons for the reduced grant offer to Clitheroe Youth Forum is the young people of the Youth Council wanted to fund the Horse care project and the Sailing days, along with the mini bus costs, as they felt that these activities would enable the young people to develop their personal and social skills and provide a mix of activities that would help them grow as a group and as individuals. They felt that the other suggested activities did not fully meet the grant criteria.

The final decision on the amount to be approved lies with Cabinet.

Both sets of grants can be made under Section 2 of the Local Government Act 2000, which states that "Every local authority is to have the power to do anything which they consider is likely to achieve any one or more of the following objectives:

- The promotion or improvement of the economic well-being of their area
- The promotion or improvement of the social well-being of their area, and
- The promotion or improvement of the environmental well-being of their area.

Section 2 (4) (b) of the 2000 Act includes a specific power to give financial assistance to any person under the well-being provisions.

A sum of grant funding is made available for registered third sector groups. This is to support individual groups or units not supported financially by the county council, and to support individual young people's learning and development. It is currently administered through the Children and Family Wellbeing Service and the 2018/19 annual amount is £111,000. The funding is divided between 12 districts, and 25% of each district's allocation is ring fenced for individual young people's applications. Of the total funding available of £111,000, £83,250 is available to third sector organisations and £27,750 to individual young people.

The total amounts of awards recommended in this report are as follows:

Grants to Third Sector Organisations: £3,340

Grants to support individual young people: £612 (There are no grants to individual young people above £250 in this period).

If these awards are approved by Cabinet, the total allocation of awards and the balance of funding available will be as follows:

	<b>Total available for 2018-19</b>	<b>Grants Approved to date</b>	<b>Balance available</b>
<b>Grants to Third Sector organisations</b>	£83,250	£16,788	£66,462
<b>Grants to support individual young people</b>	£27,750	£1,677	£26,073

### **Consultations**

N/A

### **Implications:**

This item has the following implications, as indicated:

### **Risk management**

If these grants are not approved then work to positively engage young people by the voluntary organisations may be at risk.

### **Financial**

The full amount of the grant money made available by the Children and Family Wellbeing Service in this financial year 2018/2019 is £111,000. This is divided between the 12 districts, and 25% of each of the districts' allocation is ring fenced for individual young people's applications.

### **List of Background Papers**

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A



**Report to the Cabinet**

Meeting to be held on Monday, 3 December 2018

**Report of the Head of Service, Policy, Information and Commissioning (Live Well)****Part I**Electoral Divisions affected:  
(All Divisions);**Adult Social Care Fee Uplifts - 2019/20**

Contact for further information:

John Sleightholme, Tel: (01772) 530136, Financial Intelligence Manager  
john.sleightholme@lancashire.gov.uk**Executive Summary**

Lancashire County Council supports approximately 30,000 carers and adults in community and residential based settings, at an annual net cost of approximately £331 million per year.

This report sets out the county council's proposed fee uplifts for adult social care providers for 2019/20. However, it should be noted that the county council is currently using structural reserve funding and faces continued financial pressures. Notwithstanding these pressures, the county council continues to increase fees to support Lancashire providers.

The uplifts proposed in this report are a weighted average of national living wage, pension auto-enrolment and other inflationary factors, and are subtly different across services and fee levels due to their differing cost bases.

This is deemed to be a Key Decision and the provisions of Standing Order C19 have been complied with.

**Recommendation**

Cabinet is asked to approve the following uplifts:

- (i) Residential and nursing care
- |  |       |
|--|-------|
| Older Peoples approved residential care rates: |       |
| Nursing Standard                               | 3.91% |
| Nursing Dementia                               | 3.95% |
| Residential Standard                           | 3.86% |
| Residential Higher                             | 3.98% |
| Residential Dementia                           | 4.01% |

For other client groups, a rate of 4.01% is proposed and, in turn, the minimum fee level for new placements increased to £567.33.

- (ii) Homecare (all client groups)  
It is proposed that where care has been commissioned off-framework, an inflationary uplift of 4.53% is applied; in line with the 2018/19 cost increase associated with the Homecare Framework.
- (iii) Supported Living  
Increase waking hour rate to £15.17 per hour and change the basis of night time payments to a fixed rate of £47.43 per night, with a top up of £11.73 for the period 1 April 2019 to 30th September 2019, to allow time for service providers to implement new staff terms and conditions.
- (iv) Direct Payments – 4.53%.
- (v) Carers – Uplift the fixed payments of £210/£315 to £220/£330 respectively.
- (vi) Shared Lives – 4.85 %.
- (vii) Day Care (Non "Older People" services) – 3.92 %.
- (viii) Rolling Respite and Provider Brokerage – Uplift in line with the relevant service (e.g. homecare/residential care).

All increases to be effective from 1 April 2019.

## **Background and Advice**

Lancashire County Council supports approximately 30,000 carers and adults in community and residential based settings, at an annual net budget of approximately £331 million<sup>1</sup>. This net figure includes income from Health and Service User contributions as well as Better Care Funding. The net cost also includes approved savings amounting to £22 million which Adults Services are targeting to achieve.

The county council is faced with a significant shortfall in overall funding during the next three years, as demand and cost pressures are forecast to continue to increase.

Some of the demand pressures are being addressed through the Adults Transformation work, and may be alleviated to an extent by changing models of service delivery.

This report focusses on uplifting rates for existing service models at a level which is affordable for the county council, but also reflects inflationary costs incurred by providers in delivering their services.

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<sup>1</sup> 2019/20 forecast



The most significant increase in costs for 2019/20 is the continued increase in the National Living Wage, which will increase by 4.85% from £7.83 to £8.21 per hour.

## **Uplifts**

The National Living Wage will increase by 4.85% but this does not represent the total cost increase of delivering services. Whilst labour constitutes a significant component, there are other aspects of provider's cost base that change by higher or lower amounts.

The uplifts proposed are a weighted average of national living wage, pension auto-enrolment and other inflationary factors and are subtly different across services and fee levels due to their differing cost bases.

## **Residential Care**

It is recommended that Older People's approved residential care rates are increased in line with the table below.

	<b>2018/19 Fee</b>	<b>2019/20 Fee</b>	<b>Increase</b>
RESIDENTIAL STANDARD	£449.21	£466.55	3.86%
RESIDENTIAL HIGHER	£508.14	£528.36	3.98%
RESIDENTIAL DEMENTIA	£545.46	£567.33	4.01%
NURSING*	£514.44	£534.55	3.91%
NURSING DEMENTIA*	£606.78	£630.75	3.95%
<i>*EXCLUDING HEALTH FUNDED REGISTERED NURSING CARE CONTRIBUTION</i>			
<i>ROOM PREMIUM REMAINS UNCHANGED</i>			

For other client groups, a rate of 4.01% is proposed and, in turn, the minimum fee level increased to £567.33.

In 2015, the county council moved away from its banded fee model with 50 fee levels, to a simplified structure of 5 fee levels plus a compliant room premium for placements where room meets Care Quality Commission minimum standards. Future intentions regarding residential requirements and fee structures will be communicated via our Market Position Statement.

## **Homecare**

### *On-Framework*

The current Homecare Framework commenced in November 2017, and providers tendered a rate for each year of the contract. No further uplift is proposed in this report.

### *Off-Framework*

It is proposed that, where care has been commissioned off-framework, an inflationary uplift of 4.53% is applied; in line with the 2018/19 cost increase associated with the Homecare Framework.

## **Supported Living**

### *Waking hours*

It is recommended that the supported living approved rates are increased to £15.17 per waking hour (4.5%).

### *Sleep-in payments*

In April 2016, as a result of a change in legislation relating to sleep-in shifts (arising from the case of *Mrs J Whittlestone v. BJP Home Support Ltd*) the county council changed the basis of its sleep-in fees, to reflect all sleeping hours counting towards national living wage.

On 13 July 2018, the Court of Appeal issued its decision in the *Royal Mencap Society v. Tomlinson-Blake* ruling and overturned the previous ruling relating to sleep-in shifts:

*In short "...carers who work sleep-in shifts at a client's residence and who are 'on call' are not entitled to the National Minimum Wage for periods whilst they are asleep."*

As a result of this decision, the county council may return to paying a flat rate fee.

It is recommended that, with effect from 1 April 2019, service providers are paid a fee that matches (and subsequently mirrors) the county council's in-house staff sleep-in terms and conditions. For 2019/20, this is set at £36.08 staff payment and equates to £47.43 provider payment (after allowing for national insurance and pension costs).

Feedback from some of the county council's largest supported living providers is that staff terms and conditions have been changed as a result of previous legal rulings, and that they will need time to implement new terms and conditions in light of this new ruling. It is therefore recommended that the county council pays a top up of £11.73 for the period 1 April 2019 to 30 September 2019 (total payment of £59.16 representing a payment to staff of £45 per shift).

It is not possible to determine the exact number of care workers affected by this decision, as some workers will not undertake any sleep-in shifts whilst others may undertake several shifts per week. However, the county council estimates this decision will impact between 1,500 and 2,000 care workers.

The county council currently spends c£14 million per year on sleep-ins. Changing the fee as described above is anticipated to save in the order of £6m in 2019/20. This is included within the Money Matters report which is also on the agenda for Cabinet's consideration.

### **Extra Care**

All extra care contracts have been retendered with providers tendering a rate for each year of the contract. No further uplift is proposed in this report.

### **Carers**

Carers are paid a one off fixed amount of £210 or £315 as a direct payment, depending on the level of support they require. The scheme was introduced in April 2015 and is intended to help people in their role as a carer. They may use this money as they see fit.

The proposal is to uplift the payments in line with National Living Wage to £220 and £330 respectively.

### **Shared Lives**

Shared Lives is a care service for adults with learning or physical disabilities and for older people. Care is family based and provided by individuals and families. Shared Lives carers are local people recruited and trained to make sure they have the right qualities to provide care and support.

The proposal is to uplift fees by 4.85% in line with the National Living Wage increase.

### **Day Care**

Day time support is delivered in a variety of locations from traditional accommodation based services through to outdoor activity centres. During 2018/19, the county council established an open list of pre-qualified service providers who are contracted to meet our quality standards. The list is specific to Older People's day time support services, with prices being pre-agreed during this process. No further uplift to Older People's day time support rates are proposed in this report.

For all other client groups an uplift of 3.92% is proposed.

### **Council Commissioned Respite & Individual Service Funds**

The proposal is to uplift fees associated with rolling respite and provider brokerage in line with the relevant service, e.g. residential respite and supported living Individual Service Funds will be uplifted in line with the rates detailed earlier in this report.

### **Direct Payments**

It is recommended that an inflationary uplift of 4.53% is applied to all weekly Direct Payments set up prior to 1 April 2019.

If, after this uplift has been applied, any person who still cannot meet their care and support needs within their existing budget, or finds they are receiving too high a personal budget, should contact the county council.

### **Out of County Placements**

In order to prevent unequal price uplifts in neighbouring Authority areas, the rate uplifts described in this report will not be applied to placements made outside of the county council's border. Instead, the county council will honour the host authority uplifts upon receipt of confirmation of the host authority uplift. *(Providers should make contact via [contractmgmt.care@lancashire.gov.uk](mailto:contractmgmt.care@lancashire.gov.uk) and provide confirmation of the host authority's rate increase).*

## Consultations

The county council has not undertaken formal consultation in relation to these proposals. However, in September 2018, the county council held an informal meeting with nine of its largest supported living providers to seek their views and potential implications of a reduction in sleep-in fees, resulting from the Court of Appeal Decision. Key points from this meeting are as follows:

- *The rate paid to providers should consider the impact on staff retention and the ability to deliver safe services and therefore allow them to pay staff at least £45 per night, which would equate to £59 per night to providers inclusive of on-costs.*
- *The county council should await the outcome of whether Unison's appeal has been granted before putting forwards a final position.*
- *The county council should not implement any changes in the current financial year and April 2019 would be the earliest possible date they could complete a consultation period with affected staff.*
- *The county council should consider a phased reduction to allow provider employees affected by this change time to adjust to a lower take home pay.*

## Implications:

This item has the following implications, as indicated:

### Financial

The fee uplifts described in this report will cost approximately £8m after taking into account a saving of approximately £6m on supported living sleep-in fees.

As part of the county council's Medium Term Financial Strategy, price inflation is estimated and included using the Laing and Buisson model. This report does not result in an additional pressure on the Adults Services budget as price increases (including living wage) have already been built into the Medium Term Financial Strategy.

It should be noted that, whilst the price increases proposed in this paper do not pose additional pressures on the county council's Medium Term Financial Strategy, the county council is currently using structural reserve funding and faces continued financial pressures.

Notwithstanding these pressures, the county council continues to increase fees to support Lancashire providers.

### Legal

The Care Act statutory guidance states that "local authorities must not undertake any actions which may threaten the sustainability of the market as a whole, that is, the pool of providers able to deliver services of an appropriate quality, for example, by

setting fee levels below an amount which is not sustainable for providers in the long-term."

Fee uplifts proposed in this report have been set at a level that reflects current market conditions. They incorporate changes to the national living wage as detailed in the Chancellor's Autumn statement in addition to other factors such as changes in employer's contribution rates for pension auto-enrolment and general inflation.

#### *Supported Living Night Rate*

The Court of Appeal decision represents the current interpretation of the law. However, it may not be the final position in relation to sleep-in rates of pay and The Supreme Court could overturn the Court of Appeal decision.

The decision as to whether the Supreme Court will grant Unison the right to Appeal the July ruling has not yet been announced but is expected imminently. If leave to appeal is granted, it will be 2019 before the Supreme Court hears the case and a decision may not be reached before 2020/21.

#### **List of Background Papers**

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Document is Restricted





By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Document is Restricted



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Document is Restricted



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

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