

## **Full Council**

Thursday, 14th February, 2019, at 1.00 pm in the Council Chamber, County Hall, Preston.

## **Agenda**

### **Index**

1. **Apologies and Announcements**
2. **Disclosure of Pecuniary and Non-Pecuniary Interests**

### **A. Matters for Decision**

3. **Report of the Cabinet (Part A) - Lancashire County Council's Corporate Strategy** (Pages 1 - 34)
4. **Revenue Budget 2019/20 and Financial Strategy 2019/20 to 2022/23; Capital Delivery Programme 2019/20; Council Tax and Precept 2019/20; Treasury Management Strategy and Non-Treasury Investment Strategy 2019/20** (Pages 35 - 370)

### **B. Matters for Information**

There are no matters to be reported at this meeting.

### **C. Notice of Motion**

To consider any Notices of Motion submitted under Standing Order B36

Angie Ridgwell  
Chief Executive and  
Director of Resources

County Hall  
Preston

07 February 2019



**Meeting of the Full Council  
Meeting to be held on Thursday, 14 February 2019**

Report submitted by: Head of Legal and Democratic Services

**Part A**

Electoral Division affected:  
(All Divisions);

**Report of the Cabinet (Part A) - Lancashire County Council's Corporate Strategy**

(Annex 1 refers)

Contact for further information:

Dave Gorman, Tel: (01772) 534261, Senior Democratic Services Officer,  
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**Executive Summary**

The recommendations of the Cabinet in respect of Lancashire County Council's Corporate Strategy.

As the agenda for Full Council was published before the meeting of Cabinet, the Leader of the County Council will report on the decisions of the Cabinet in respect of this item, from its meeting on 7 February 2019, at this meeting.

**Recommendation**

Full Council is asked to consider the recommendations of the Cabinet from its meeting on 7 February 2019 in respect of Lancashire County Council's Corporate Strategy.

**Background and Advice**

A corporate strategy for the county council, 'Our Vision for Lancashire', has been developed and will be considered by Cabinet at its meeting on 7 February 2019. A copy of the report to Cabinet, together with the strategy itself and a set of high level key performance metrics is set out at Annex 1.

The strategy clearly and concisely sets out the key objectives and ambitions for Lancashire, highlights what success looks like, and shows how the county council, its partners and the residents of Lancashire can all work together to make Lancashire the best it can be.

The key objectives of the strategy will be measured by a set of high level, key performance metrics, which will enable the overall success and progress of the strategy to be demonstrated.

Cabinet will be asked to recommend to Full Council for approval on 14 February 2019:

- (i) The adoption of the county council's corporate strategy entitled 'Our Vision for Lancashire' and;
- (ii) A set of accompanying high level key performance metrics, noting the intention to engage scrutiny in their ongoing development.

As the agenda for Full Council was published before the meeting of Cabinet, the Leader of the County Council will report on the decisions of the Cabinet in respect of this item at this meeting.

### **Consultations**

N/A

### **Implications:**

This item has the following implications, as indicated:

### **Risk management**

These are set out in the report.

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

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A

# Annex 1

## Report to the Cabinet

Meeting to be held on Thursday, 7 February 2019

## Report of the Chief Executive and Director of Resources

### Part I

Electoral Division affected:  
(All Divisions);

## Lancashire County Council Corporate Strategy

(Appendices 'A' and 'B' refer)

Contact for further information:

Angie Ridgwell, Tel: (01772) 536260, Chief Executive and Director of Resources  
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### Executive Summary

A corporate strategy for the county council has been developed. It is entitled 'Our Vision for Lancashire' and is attached at Appendix 'A' for Cabinet's consideration and recommendation to Full Council for approval.

The strategy clearly and concisely sets out the key objectives and ambitions for Lancashire, highlights what success looks like, and shows how the county council, its partners and the residents of Lancashire can all work together to make Lancashire the best it can be.

The key objectives of the strategy will be measured by a set of high level, key performance metrics, which will enable the overall success and progress of the strategy to be demonstrated. A proposed set of high level metrics is included at Appendix 'B'.

### Recommendation

Cabinet is asked to recommend to Full Council for approval on 14 February 2019:

- (i) The adoption of the county council's corporate strategy entitled 'Our Vision for Lancashire' attached at Appendix 'A', and;
- (ii) A set of accompanying high level key performance metrics attached at Appendix 'B', noting the intention to engage scrutiny in their ongoing development.

## Background and Advice

During 2018 county council staff were consulted on the council's vision and values. Feedback from the consultation was gathered over a period of six months and resulted in the development of a new set of values and proposed new vision statement for the council.

Based on the consultation feedback, the council's proposed vision statement is 'Here at Lancashire County Council we are helping you to make Lancashire the best place to live, work, visit and prosper.' The council's proposed values are supportive, innovative, respectful and collaborative.

Following on from this work a more detailed corporate strategy document has been developed. A small task and finish working group consisting of representatives from each of the county council's directorates was established in September 2018, with a remit of producing a corporate strategy which:

- County Councillors and staff can be proud of and aspire to;
- encompasses what Lancashire wants to be famous for;
- is punchy, clear and to the point;
- incorporates no more than 5/6 key objectives;
- will still be meaningful in 5 years' time;
- is measurable.

The working group has produced the strategy document attached at Appendix 'A'. It has been produced by reviewing best practice examples from other organisations and from discussions with Corporate Management Team, Executive Director management teams, Heads of Service, and ongoing dialogue with Cabinet Members. To ensure that the document clearly encapsulates the county council's overarching objectives and ambitions it has been through a number of iterations, each time reviewed and tested to ensure it meets the original brief as set.

The document contains 5 high level objectives, some key facts and figures about Lancashire, sets out what success looks like, and shows how the county council, its partners, stakeholders and residents can all work together to make Lancashire the best it can be. It is written in a clear and concise way, with no jargon, and contains visual images which encapsulate the beauty, diversity and vibrancy of Lancashire.

It outlines how the county council and its key partners can support individuals, families and communities to help them maintain their own good health, wellbeing and independence, with access to advice, support and care when needed.

The strategy enables staff to understand how their roles and responsibilities contribute to the county council's key objectives and ambitions, and it will enable teams to develop service plans and work programmes with a clear focus on delivering the county council's key objectives.

The document also enables the county council's key partners, stakeholders, business and industry associates to be clear about the county council's longer term

ambitions, which will enable them to understand how this aligns to their own aims and facilitate collaborative work with the county council to deliver high quality, best value services to meet the needs of Lancashire residents.

Following the approval of the strategy by Full Council the document will be shared with staff, and with our key partners and stakeholders. There will be staff briefings to ensure that the key messages of the vision are understood and owned by staff. Service managers will play a key role in ensuring that teams have a sense of ownership of the vision. It will feature strongly in the induction of new staff.

The strategy will be accessible in an on-line format and a hard copy document, and will form the cornerstone of county council internal and external promotional material and branding, for example posters, leaflets and web pages. It will provide a 'golden thread' for our internal and external communications, and the on-line version will include links to other key strategies and documents.

One of the key elements of the brief was for the vision to be measurable. Appendix 'B' contains some high level key performance metrics and measures which will enable members to monitor progress against the 5 key objectives over a number of years, and establish plans for corrective action where necessary. Some of the metrics reflect the county council's enabling and influencing role, rather than its direct responsibility.

Following the approval of the proposed high level key metrics by Full Council, targets, both short and longer term, will be set, and these will be monitored on a regular basis by members through the Cabinet Committee on Performance Improvement. Scrutiny Committee will play a key role in year 1 in ensuring that the high level metrics are the right ones, or if more need to be added, and that the targets set are appropriate.

In addition to the high level key metrics relating to the vision, the Cabinet Committee on Performance Improvement will continue to regularly receive the more detailed, service specific key performance metrics which enable members to monitor ongoing service delivery and performance.

Both the strategy document and the accompanying high level key performance metrics will be kept under regular review and will be updated to ensure they remain current and relevant in a fast moving world. It is anticipated that the vision will have a lifespan of at least 5 years, with an annual review and refresh.

## **Consultations**

N/A

## **Implications:**

This item has the following implications, as indicated:

## **Risk management**

The county council's strategy document is a key document, containing clear objectives which enables services to plan for the future, staff to understand how their role fits in to the bigger picture, and external partners to engage with the county council. It focusses on how individuals, families and communities can maintain their own health, wellbeing and independence, and how they can access advice, support and care when needed.

If the strategy is not approved there is a risk that services will not be delivered in a way that contributes most effectively to the county council's overall aims and objectives.

## **List of Background Papers**

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A



# Our vision for Lancashire

[www.lancashire.gov.uk](http://www.lancashire.gov.uk)

**Lancashire**

County  
Council





# Our Vision

Here at Lancashire County Council we are helping you to make Lancashire the best place to live, work, visit and prosper.

We want Lancashire to be the county people choose to create a home, raise their children, develop a career and grow old in. We are committed to developing and celebrating our diverse communities, heritage and landscape to create a strong sense of place we can all be proud of.

In Lancashire we listen to what our people want which puts them at the heart of everything we do, and while we celebrate our successes we take the time to learn from the past so our county continues to thrive.

The role of the county council in delivering our vision will change over the next few years. We will work more closely with partners to help people to anticipate their own needs and take greater responsibility for themselves and their communities.

The financial challenges we have faced over recent years mean that we must be focussed on the most vital services.

We now seek out innovative ways to identify opportunities, such as digital and online technology, to deliver real benefits for everybody at a lower cost.

# Lancashire will be the place to live

Lancashire is a county of diverse communities. It is a place where people are valued and will feel able to have their say. It will be a county where housing meets the needs of all ages, where people are safe and feel safe, surrounded by clean, green spaces where everyone can enjoy a good quality of life and be happy.

### It will be a county where:

- Children of all abilities do well in our first class schools, colleges and universities, gaining skills for life
- People have good housing
- People live healthier lives for longer
- People can travel on good quality, reliable public transport

- People get on well together and are connected to their local community
- Our most vulnerable people are protected and supported
- People make use of technology to access services, support and information.



## People will have a better quality of life

Lancashire will be a place where people of all ages and backgrounds can access first class education and learning opportunities. We are proud of our high quality nurseries, schools, colleges and universities where children and young people can gain skills for life and where people can continue to learn throughout their lifetime. It will be a place where people of any age or ability can live safely, in healthy homes and in a clean environment, giving children the best start in life.

We will work with Government, our partners and housing developers to enable a supply of good quality, affordable, flexible housing across the county, close to employment opportunities and transport networks, and in places where people and families can create their own sense of community.

We will protect the county's environment and climate by investing in flood defence, energy efficiency and waste recycling. We will continue to dispose household and commercial waste in a way that meets the latest environmental standards, and we will work with businesses to reduce the amount of packaging they use.

Lancashire is a county where community safety is important. We want Lancashire residents and visitors to be safe, and feel safe and secure. We will safeguard and protect vulnerable people, young and old, keep our roads safe to use, and work with other partners to reduce crime and the fear of crime.

### Success looks like:

- More people live in good quality housing
- Our roads and pavements will be safe to use, and maintained to a good standard
- All schools are rated good or better
- People feel safe and secure
- People feel happy
- Recycling rates are high
- Continued investment in energy efficiency and flood prevention.

# 42%

of household waste is reused, recycled or composted.

(2017/18)

# 90%

of schools rated good or better by Ofsted.

(December 2018)

# 85%

of respondents to a 'Living in Lancashire' survey felt safe in their local area.

(February 2018)

## People and families will live healthier lifestyles

Lancashire will be a place where as many people as possible live longer and healthier lives. Our focus is on helping people to help themselves, by working with partners and our communities to provide support that is accessible for people of all ages and abilities across the county.

We will promote ways that people can keep themselves healthy as they grow older and make sure we work closely with local health services to deliver joined up services for those who need them the most.

We will support people and families to keep themselves healthy and well by choosing healthy lifestyles. We will provide information about healthy eating, the benefits of an active lifestyle and helping people to adopt healthy behaviours. We will support parents to make the right lifestyle choices for themselves and their children, to help children to get the best start in life.

### Success looks like:

- People living longer and in better health
- People will make healthy choices
- More babies having the best start in life
- More people having active lifestyles.

## People will be connected through communities

We will work with communities to understand their needs and help them make use of the support available to them. We will encourage communities to take responsibility for their own wellbeing and work with our partners such as the voluntary, faith and community sectors to tackle loneliness and help people to be more connected in their communities.

We will work with partners to support and encourage community cohesion and will value and champion the diversity that exists within Lancashire.

We understand the importance of maintaining and improving the

public transport network throughout Lancashire and we will enable the provision of reliable and sustainable public transport, cycle routes, bridleways and public footpaths throughout the county.

We will use existing and new technology to enable people to access advice, support and information about our services and local services provided by others. We will use technology to make services easier to access.

### Success looks like:

- People travel on good quality, reliable public transport and have access to well-maintained cycle routes, bridleways and public footpaths
- People will get on well together and be connected to their local community
- People will make use of technology to access advice, support and information.

# 64%

of adults are overweight or obese.

(2016/17)

# 15.5m

rail passenger  
journeys are  
made each year.

# 45.5m

bus and tram  
passenger journeys  
are made each year.

# 22,635

adults and older people received long term support.

# 11,500

carers were supported in their caring role.

(2017/18)

In 2018 the fostering and adoption service was rated

# Good

by Ofsted.

## Lancashire is a place where vulnerable people are supported and protected

The county council and its partners will prioritise the care and support of Lancashire's most vulnerable residents, both young and old.

We take our role as corporate parent for children and young people in our care very seriously. We will ensure they are safe and healthy, can positively participate in and make choices about the care and support they receive, and will thrive and go on to achieve their ambitions.

We will provide responsive and effective safeguarding services for people of any age and for people with learning difficulties or mental health conditions. We will step in when necessary to keep people safe from harm.

Lancashire will be a place where victims of domestic abuse will be supported, and where children in particular will be protected and receive ongoing support.

Lancashire's trading standards service will protect all residents and advise business. They will continue to protect vulnerable people, especially older people, from scammers and rogue traders.

Lancashire's care homes will continue to improve, and people who need residential or nursing care to keep them safe will be supported to find a suitable place in circumstances when home based services are no longer appropriate.

We value the care and support provided to people through families, friends and support groups and we will support carers. We will ensure that people are supported in the decisions and choices they make in circumstances where they need someone to help them.

### Success looks like:

- Our most vulnerable people will receive the support they need
- People will be protected from harm and will feel safe
- Care services will be good or outstanding
- Carers are supported
- People get the help of an advocate when they need one
- People are protected from scammers and rogue traders
- People who have been or who are at risk of abuse can access support.

# Lancashire will be the place to work

Lancashire will be a county that supports a flexible and inclusive labour market, where skills development is championed and where talented individuals choose to live and work.

### It will be a county where:

- We support people of all ages and abilities to learn and develop their skills
- Significant new, good job opportunities are created
- We support and encourage business investment, innovation and growth
- We aim to increase the earning power of our residents and communities
- We build and develop effective infrastructure and transport links.





## People can learn and develop skills

We want every person in Lancashire to be able to access the most appropriate education and learning opportunities, so they can achieve their potential regardless of age, ability and background.

We will support our children, young people and adults with special educational needs and disabilities, and mental health conditions, so they can meet their potential. We will work collaboratively with families, schools and partners across Lancashire to enable people to access information and support to make the right choices.

We will work with our nurseries, schools, colleges, universities and training providers to ensure that people have a range of education and learning opportunities which match their talents, ambitions and aims in life so that they have options to choose the right employment, retirement, volunteering and leisure time activities for them.

We will maximise the learning opportunities available for all ages and abilities through Lancashire's much loved cultural offer including libraries and museums.

### Success looks like:

- People leave education better prepared for work and life with better qualifications and skills
- Educational outcomes for vulnerable children improve
- More young people are in education, employment or training after leaving school
- People continue to use the facilities on offer in Lancashire's libraries and museums, including digital.



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**75,870**  
apprenticeships were started  
in the 12 months to July 2018.

**89%**  
of 16-17 year  
olds were in  
employment,  
education or training.

(March 2018)

Over  
**600,000**  
sessions were  
undertaken on  
our public library  
computers.

(2017/18)



## Lancashire will retain and attract skilled and talented individuals

Lancashire needs talented and skilled individuals. We value the people who have chosen to stay in Lancashire as they have progressed through their life and their chosen career, and we will encourage them to stay in our county to make it their home and bring up their family.

We also want to encourage skilled and talented people from outside of Lancashire to move to our county and build their life here.

### Success looks like:

- A greater number of graduates choosing to work in Lancashire
- Fewer reported vacancies/skills shortages in key sectors.

**48,000**  
students studying at  
UCLAN, Lancaster University  
and Edge Hill University.

Over a **third**  
of students studying in Lancashire,  
stay in Lancashire on completion  
of their studies.

## Lancashire is a place where job opportunities are good

We will work with partners, colleges, universities, industry and businesses to widen the employment opportunities available to all ages and abilities.

We recognise that there are many ways of getting into good employment and will promote volunteering and vocational routes such as apprenticeships.

We will work with the universities and colleges to find ways to retain local talent and encourage people from Lancashire who may have studied elsewhere to come, or return to Lancashire.

### Success looks like:

- More volunteering opportunities
- Better access to skills development
- More apprenticeships available for people of all ages
- More good quality jobs are available in a variety of sectors
- More people are in higher paid and skilled jobs
- More people with learning disabilities are supported to be in work.

# £22,226

is the annual median gross income.

(2018)

# 1,460

volunteers supported the council's services.

(2017/18)

# 76.5%

is the employment rate for the working-age population.

(June 2018)

# 40%

of Lancashire's working population are in managerial or higher skilled jobs.

(June 2018)

# Lancashire will be the place to prosper

Lancashire will be a county that promotes strong economic growth in both urban and rural economies. It will be a county that actively boosts productivity and prosperity for everyone.

**It will be a county where:**

- We invest in industry, and promote innovation to secure Lancashire's growth potential
- Businesses are supported to start up, to thrive and to grow
- We build on the strengths and resilience of local industry
- Our residents, businesses and places are enabled to be more productive
- We promote Lancashire as a national and globally connected destination and a well performing place to do business.



## Lancashire is a great place to do business and invest

We will create the best conditions possible for business investment. We will maximise our existing transport infrastructure and connectivity and take every opportunity to draw in further investment to improve it. We will promote the potential of Lancashire as a place where new jobs can be created.

This, combined with our ambition to develop and retain talent, will make Lancashire a very attractive place for business investment and improved productivity.

Lancashire has a strong industrial and small business heritage which has provided the foundations for a county

where businesses are confident to invest. We also have a wide and varied talent pool from which to draw hard working and knowledgeable people, making our county a great place to start a new business or build on existing success.

We will work with neighbouring councils and business partners from within and outside the county to engage in the development of the North West of England. We will actively promote all that Lancashire has to offer.

### Success looks like:

- More new businesses will be starting up
- More existing businesses will be growing
- More new jobs will be created
- Lancashire will have research and development centres which encourage innovation and development of cutting edge technology
- There will be more investment in Lancashire to support business growth.

# 43,530

VAT-registered enterprises in Lancashire.

# 5,642

new registered businesses in 2017.

# 61%

of businesses survived 3 years after start up.

# £26.1 bn

workplace-based gross value added.

**'Boost' is Lancashire's Business Growth Hub.**

**This is a public/private sector partnership led by the Local Enterprise Partnership.  
Its purpose is to help Lancashire's businesses grow.**

**Boost gives  
businesses in  
Lancashire access  
to a**

**£7.8m**  
programme of top  
quality business  
support.

**It has helped  
more than**

**2,400**

**businesses and  
created more than**

**1,200**  
jobs

**Boost has  
increased economic  
growth by**

**£50m**



## Lancashire has the best conditions to help businesses to grow

Successful businesses need the right conditions to be able to grow. We will work with partners to support businesses to be creative and in particular encourage entrepreneurs to develop and invest in their ideas in our county.

We will help businesses to access the best support available and encourage them to grow and explore export opportunities. We will help new and existing businesses to access funding and loans, to help them expand and become sustainable and competitive.

Lancashire offers great opportunities for businesses to access high quality accommodation to support growth and productivity.

We will continue to develop the county's transport network, to enable producers and manufacturers to receive supplies and distribute goods, to allow commuters easy access to places of work, and public transport to operate on key routes.

### Success looks like:

- Increase in the number of Lancashire businesses helped to grow
- Increase in the number of Rosebud micro and business finance loans given to new and existing businesses
- Increase in the number of high growth businesses supported by Boost
- A range of high quality business accommodation
- Continued investment in transport infrastructure.

Rosebud has been helping businesses grow for over

# 31 years

Rosebud Micro Finance helps businesses to fund growth ideas and provides locally based sector specialist advisors including hands-on support.

Rosebud Business Finance helps aspiring companies to develop technology and innovation, acquire plant and equipment and complete mergers and acquisitions.

# 44,140

rateable commercial properties with an average value of

# £21,000

# Lancashire will be the place to visit

Lancashire is a beautiful county with a wealth of culture. From green fields and rolling hills to coastal towns and country villages – Lancashire really does have it all as a place for people to enjoy.

**It will be a county where:**

- We celebrate our beautiful, clean landscapes
- We encourage the visitor economy and the opportunities for growth
- People enjoy our culture and heritage, diverse communities and local attractions
- We promote our wonderful sporting attractions and hidden gems.





## **Lancashire will be the destination of choice for leisure, sporting and cultural activities, and for access to the countryside, the North West coastline and heritage towns.**

**Lancashire offers a wealth of diverse and high quality leisure, sporting and cultural activities. It is a place of beautiful landscapes, green and open spaces and areas of outstanding natural beauty. It has stunning beaches, waterways, rolling hills, coastal and heritage towns and rural villages. We will make Lancashire a place where people want to spend their free time.**

Our county has a long and proud history of sporting activities such as football, cricket, cycling, golf and horse riding and has a number of high quality sporting venues. There are a wealth of cycle routes,

bridleways, public rights of way and country parks, with something to offer everyone.

We will encourage and support people and their families to use, celebrate and be proud of our amazing county. They can enjoy the latest cinema, theatre and arts experiences, shopping destinations and established café culture. They can visit our high quality museums, libraries, castles and country houses; all of which attract a large number of local, national and international visitors year on year.

We will work with the providers of leisure, sporting, entertainment and cultural activities and venues across Lancashire to encourage them to continue to provide the high quality offer that currently exists and support the growth of this vital market.

### **Success looks like:**

- People enjoy a wide range of leisure, sporting and cultural activities
- Leisure, sporting, entertainment and cultural activities and venues continue to flourish
- People celebrate and feel proud of Lancashire as a place to visit
- Continued use and enjoyment of our country parks, public rights of way, cycle routes, bridleways and areas of outstanding natural beauty.

**Over**  
**900,000**  
**people visited our**  
**visitor attractions.**

*(2017)*

**More than**  
**3.5m**  
**visits made to**  
**our libraries.**

*(2017/18)*

**Nearly**  
**250,000**  
**people visited**  
**our museums.**

*(2017/18)*

## Lancashire will be the place of choice for businesses to invest in the visitor economy

We will work with and develop strong relationships with the business community in Lancashire, to enable them to provide and develop the wide range of high quality attractions, venues and activities on offer across the county.

Lancashire will be the place of choice for businesses to invest in the visitor economy. We will continue to promote Lancashire as a visitor destination and we will raise the profile of our county, both nationally and internationally.

Lancashire will continue to attract local, national and foreign visitors leading to the expansion and growth of the visitor offer in the future.

### Success looks like:

- Businesses continue to invest in the visitor economy in Lancashire
- People choose to spend their leisure time in the county.



**32,715**  
full time equivalent jobs  
supported by tourism.

(2017)

The visitor economy is worth  
**£2.56bn**

**45.5m**  
visitors

(2017)

# Lancashire will be the place where everyone acts responsibly

The county council will work closely with our partners to enable people in Lancashire to develop and thrive. We will listen to the needs of people and work with our partners and communities to empower them to meet their own needs. We will help people to look after themselves and help them to provide care and support to their families, friends, neighbours and colleagues.

### **It will be a county where:**

- We will equip our most vulnerable people with the support and skills they need to do more for themselves
- We commission, procure and provide services that provide maximum benefit to Lancashire residents
- We recruit and retain a workforce that meets service needs
- We prevent waste and use money wisely
- We learn from others.



# 15,400

people were helped to stay independent at home with home care or other support.

(2017)

Almost

# 50,000

people provided care to another person for 20 hours or more a week.

(2011 census)

Over

# 3,500

charities operate in the county.

(2018)

**Everyone in Lancashire will be able to do as much as they can to look after their own and their family's health, care and support needs**

**We all have a role in supporting and helping ourselves and each other. Public services can support people when they are unable to take care of themselves, but families and communities also have a key role to play.**

Our commitment is to support people and their families when they need help, and we will support communities to help themselves whenever possible. We will focus less on doing things to and for the people of Lancashire, and more on creating the opportunities, environments, expertise and desire for individuals and communities to improve their own wellbeing and independence.

Just like in many other countries where family, friends and neighbours play a much bigger role in supporting and caring for each other, we will work to ensure individuals and families are placed at the heart of our communities.

Lancashire is a place with a great sense of community and we will help to build support networks, so that in times of need there are people, groups or services that are available. We will do this by working with partners, communities and individuals, to create the types of help and support that will be of most benefit.

This will be different for everyone, and could include things like easy to access information and advice, appropriate community based support, support for families to live healthy and informed lifestyles, and community activities that enable people to be independent, happy, healthy and safe in Lancashire.

**Success looks like:**

- People take responsibility for their own health and wellbeing
- People look out for and support each other
- When people need our help, our staff and partners will focus on people's strengths and what they can do, rather than being limited by what they can't do
- People receive more care and support in their home and local community instead of in a residential placement or hospital.

## Lancashire County Council spends its money wisely

**The county council, like many other public services, is facing significant financial challenges and the needs of Lancashire residents are increasingly complex.**

**The council's funding is increasingly reliant on business rates collected from businesses and council tax paid by householders.**

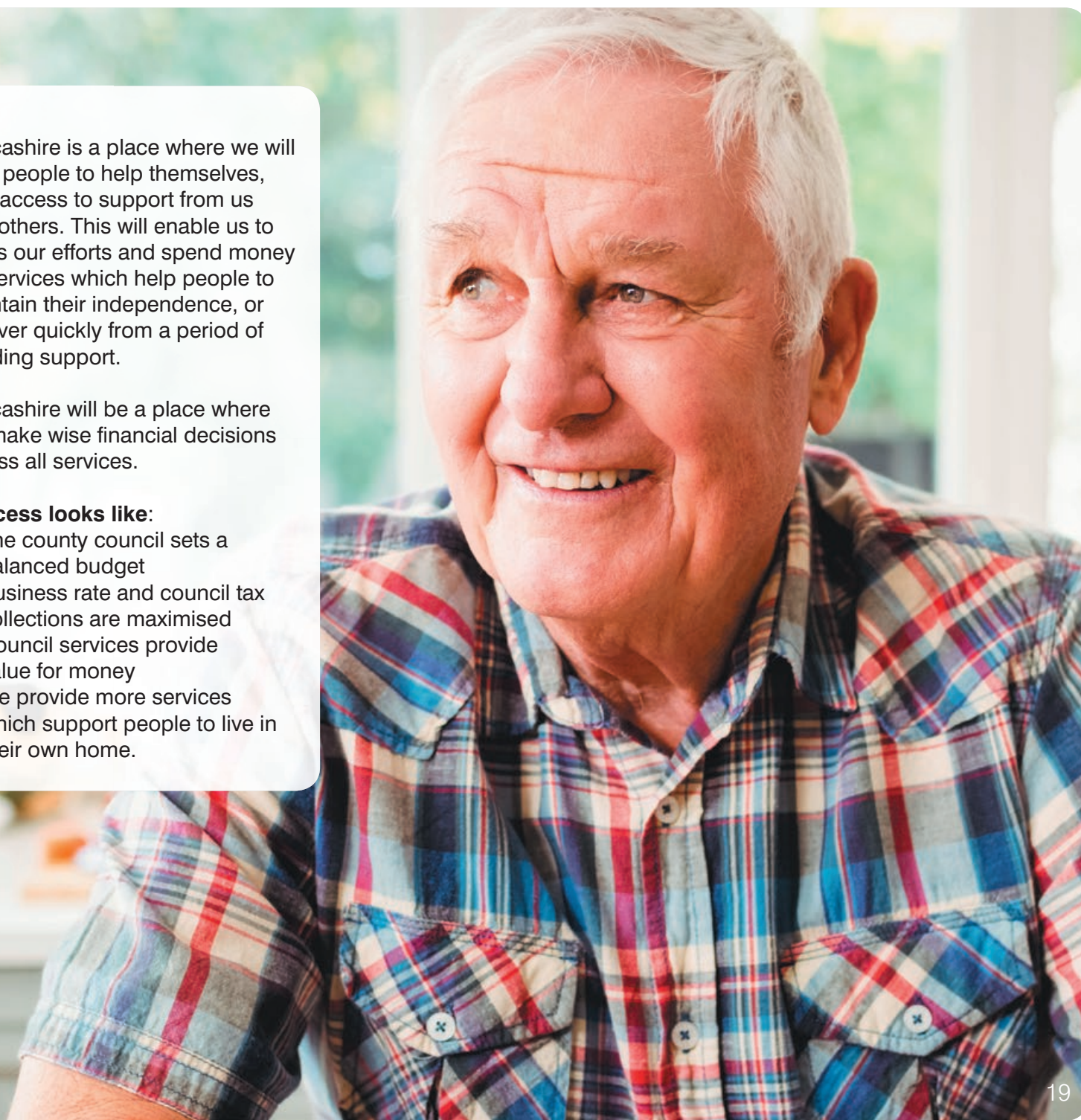
**Ensuring value for money in everything we do is paramount.**

Lancashire is a place where we will help people to help themselves, with access to support from us and others. This will enable us to focus our efforts and spend money on services which help people to maintain their independence, or recover quickly from a period of needing support.

Lancashire will be a place where we make wise financial decisions across all services.

### **Success looks like:**

- The county council sets a balanced budget
- Business rate and council tax collections are maximised
- Council services provide value for money
- We provide more services which support people to live in their own home.





## The workforce of Lancashire is valued

The county council provides employment, both directly and indirectly, for thousands of people across Lancashire. From front line social care workers to library and museum staff, highways operatives, public health professionals, school crossing patrollers, personal travel assistants, office based support staff and a large number of volunteers.

It is vital that Lancashire County Council attracts and retains high calibre staff and that our valued staff across all sectors are supported to maintain their professional skills and standards, use the correct processes and procedures, and continue to learn new skills and gain wider experience.

We will continue to invest in our apprentice and graduate programmes, our work based learning and development programmes and most importantly we will value the workforce of Lancashire for the hard work and diligence they show every day.

We will support employees who undertake caring roles for family and others, and will continue to offer flexible working to enable people to have a reasonable work life balance.

We will support and encourage employers across Lancashire to take the same approach, especially those who are fulfilling contracts on our behalf.

### **Success looks like:**

- Lancashire's workforce continues to learn and develop
- Lancashire's workforce, including volunteers and staff fulfilling contracts on our behalf, feel valued
- Fewer vacant positions.

## **Lancashire is a place that learns from and shares with others**

**The world is changing and we need to keep up with it. Technology is being used to help people access information and services quicker and easier by offering alternatives to traditional service delivery.**

**Lancashire will look at what others are doing and how they are doing it and will seek to provide best in class, future proof, lowest cost services for the people of Lancashire.**

**Lancashire will share its best practice with others.**

Many councils are embracing new ways of working, working closer with health partners, accessing the great skills and local knowledge of the voluntary and community and faith sectors, and working closer with developers, district councils and other service providers to develop new housing models for the future.

### **Success looks like:**

- We learn from other best in class organisations
- We use existing and new technology to its best advantage
- Other organisations learn from us.





# Our values

## Supportive

We are supportive of our customers and colleagues, recognising their contributions and making the best of their strengths to enable our communities to flourish.

## Innovative

We deliver the best services we possibly can, always looking for creative ways to do things better, putting the customer at the heart of our thinking, and being ambitious and focused on how we can deliver the best services now and in the future.

## Respectful

We treat colleagues, customers and partners with respect, listening to their views, empathising and valuing their diverse needs and perspectives, to be fair, open and honest in all that we do.

## Collaborative

We listen to, engage with, learn from and work with colleagues, partners and customers to help achieve the best outcomes for everyone.

Our Vision for Lancashire forms part of the county council's planning and performance framework. It sets out our priorities in an open and transparent way. It will be subject to regular monitoring in terms of how we are progressing against our objectives, and it will be kept under review to make sure it is kept up to date in a fast-changing world. It is supported by all council departments and was formally agreed by Full Council in February 2019.



## **Corporate Strategy: proposed high level key performance metrics**

### **1 Lancashire will be the place to live**

*People will have a better quality of life, people and families will live healthier lifestyles and vulnerable people are supported and protected*

- Percentage of highways defects repaired within published timescales
- Percentage of recycling, reuse and composting of waste
- Number of NHS health checks offered to eligible population and take up of health checks
- Percentage of families who received targeted early help support from Children and Families Wellbeing service which successfully met their identified needs
- Percentage of adults and older people whose desired safeguarding outcomes are met

### **2. Lancashire will be the place to work**

*People can learn and develop skills, job opportunities are good and skilled and talented individuals are attracted and retained*

- Number of visits to libraries
- Percentage of children achieving a good level of development at the Early Years Foundation Stage
- Percentage of pupils reaching the expected standard in reading, writing and mathematics at KS2
- Average Attainment 8 score at GCSE
- Number of graduates choosing to work in Lancashire

### **3. Lancashire will be the place to prosper**

*A great place to do business and invest, and has the best conditions to help businesses grow*

- Number of Rosebud loans provided to new or existing businesses
- Number of jobs created by Boost

### **4. Lancashire will be the place to visit**

*Destination of choice for cultural and leisure activities and for businesses to invest in the visitor economy*

- Number of visitors to Lancashire

### **5. Lancashire will be the place where everyone acts responsibly**

*People are enabled to take responsibility for themselves and their families*

- Percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services

*Lancashire County Council spends its money wisely*

- Revenue forecast outturn % variance to budget



## Meeting of the Full Council

Meeting to be held on Thursday, 14 February 2019

Report submitted by the Cabinet and Audit, Risk and Governance Committee

**Part A**

Electoral Division affected:  
All

## Revenue Budget 2019/20 and Financial Strategy 2019/20 to 2022/23

### Capital Delivery Programme 2019/20

### Council Tax and Precept 2019/20

### Treasury Management Strategy and Non-Treasury Investment Strategy 2019/20

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

Contact for further information:

Angie Ridgwell, Tel: (01772) 536260, Chief Executive and Director of Resources

[angie.ridgwell@lancashire.gov.uk](mailto:angie.ridgwell@lancashire.gov.uk)

### Executive Summary

To consider the recommendations of the Cabinet on 7 February 2019 regarding:

1. The revenue budget 2019/20 and financial strategy 2019/20 to 2022/23: section 1 of this report and Appendix 'A';
2. The capital delivery programme 2019/20: section 2 of this report and Appendix 'A'; and
3. The council tax and precept 2019/20: section 3 of this report.

To consider the recommendation of the Audit, Risk and Governance Committee considered on 28 January 2019 regarding the Treasury Management Strategy and Non-Treasury Investment Strategy 2019/20.

### Recommendation

Full Council is asked to:

- i) Consider the proposals of cabinet from its meeting on 7 February 2019 and then approve:

- The revenue budget for 2019/20 and financial strategy 2019/20 to 2022/23;
  - The capital delivery programme for 2019/20;
  - The council tax requirement and precept for 2019/20
- ii) Consider the proposals of the Audit, Risk and Governance Committee from its meeting on 28 January 2019 and then approve the Treasury Management Strategy and Non-Treasury Investment Strategy 2019/20 (as set out at Appendix 'E').

## Consultations

As part of the budget process the contents of the report to full council have been subject to a consultation with a variety of stakeholders and partners, including discussions with the trade unions.

For the budget consultation, an email was sent out on behalf of the county council on 7 December 2018 outlining the budget position, and containing a link to the relevant reports with respondents then able to e-mail or send in their written feedback. The closing date for the consultation was 18 January 2019, however responses have been accepted after this date and included in this report until the publication deadlines were reached. Any responses received after this date will be shared with cabinet for their consideration. The consultation documentation included all the savings proposals that have been agreed by cabinet. These are set out in Appendices 'C' and 'D', with those proposals in Appendix 'C' being subject to further specific consultation, the outcome of which will be reported back to cabinet for a final decision.

Appendix 'B' contains the responses that have been received following the budget consultation. A total of 78 responses were received, with the most substantive feedback primarily related to a small number of savings proposals, namely, SC034 – Highways Network Regulation (Parking – On street pay and display) with significant feedback (70% of respondents) in relation to Colne, SC610 Lancashire Wellbeing Service, SC609 Health Improvement Services, SC611 Home Improvement Services and SC023 – Highways County Wide Services – Street Lighting – Part Night Lighting. (The saving relating to street lighting is no longer being considered following a review of the saving and project planning). The majority of the feedback recognises the need to make savings but would prefer the County Council to look at alternatives to achieve the saving as they feel that these savings would have a detrimental impact on their local town or the services supporting them or their local residents.

The majority of the specific savings areas responded on are subject to further specific consultation, before a final decision is made by Cabinet. In relation to potential charges for on-street parking, any such proposal could only be made on the basis of a specific scheme and public consultation would form part of the process on a scheme by scheme basis.

The total value of those savings that require consultation prior to implementation is £7.529m (£2.150m 2019/20, £5.329m 2020/21 and £0.050m 2021/22). Should cabinet ultimately not agree to any of these savings being implemented post consultation, then there would be sufficient reserves to support the budget until part way through 2022/23.

Following review of the proposals by the new permanent Executive Director for Education and Children's Services there have been some slight amendments to the wording of a small number of templates. The amendments do not however fundamentally change the planned delivery of the saving. In addition SC109 Safeguarding, Inspection and Audit Team (£7,000) has been removed with the financial target added to SC122 Lancashire Safeguarding Children's Board.

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

Paper	Date	Contact/Directorate/Ext
Money Matters 2018/19 Position – Quarter 3	7 <sup>th</sup> February 2019	Angie Ridgwell/Chief Executive and Director of Resources/x36260
Money Matters 2018/19 Position – Quarter 2	3 <sup>rd</sup> December 2018	Angie Ridgwell/Chief Executive and Director of Resources/x36260

Reason for inclusion in Part  
II, if appropriate

N/A

## **Report of the Cabinet**

This report for full council has been published in advance of the meeting of the cabinet on 7th February, therefore full council will be advised of any changes to cabinet's recommendations at the meeting that are shown below.

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

1. The revenue budget 2019/20 and financial strategy 2019/20 to 2022/23: section 1 of this report and Appendix A;
2. The capital delivery programme 2019/20: section 2 of this report and Appendix A; and
3. The Council Tax and Precept 2019/20: section 3 of this report.

### **1. Revenue Budget 2019/20**

The Cabinet **recommends** the adoption of the revenue budget as set out in Appendix A and in the tables below, which sets out the proposed budget allocations to services and other budget areas. In reports throughout the financial year to cabinet, it is clear that the council is committed to the delivery of a significant savings programme (c£120m over the period 2019/20 to 2022/23) including £77m of new savings proposals agreed by cabinet during 2018/19. There are inherent risks with saving plans of this scale and scope and any significant under-delivery of agreed savings will further increase the funding gap. This has been identified as one of the highest level risks in the council's risk and opportunity register and there are comprehensive arrangements in place to track delivery of financial savings and take corrective actions as required. However, despite the additional savings, the county council faces a financial gap of £10.245m in 2019/20 and it is proposed that the transitional reserve is used to support this shortfall.



<b>Revenue Budget 2019/20</b>	<b>Net Budget £m</b>
Adult Services	343.054
Chief Executive Services	28.990
Children's Social Care	143.820
Corporate Services	18.954
Education and Skills	27.879
Finance Services	38.073
Growth, Environment and Planning	3.940
Waste Management	65.995
Highways and Transport	57.998
Public Health and Wellbeing	23.440
Strategy and Performance	33.615
<b>Sub-Total</b>	<b>785.758</b>
Financing Charges	26.762
Use of one off resources	-10.245
<b>Revenue budget 2019/20</b>	<b>802.275</b>

## **2. Capital Programme Delivery 2019/20**

The cabinet **recommends** the adoption of the proposals for the capital programme delivery 2019/20 as set out at Appendix A.

## **3. Council Tax and Precept 2019/20**

The cabinet **recommends** the full council to authorise, in pursuance of the provisions of the Local Government Finance Act 1992, and in order to meet the general expenses of the county council for the financial year 2019/20.

a) Budget, Council Tax Requirement and Precept for 2018/19:

That the band D council tax for 2019/20 is increased by:

- 1% for the adult social care precept being an annual increase of £12.95 for band D council taxpayers.
- 2.99% for general council tax being an annual increase of £38.72 for band D council taxpayers.

This gives an overall position of:

	£m
<b>Budget Requirement</b>	<b>802.275</b>
Less Business Rates	230.657
Less Business Rates – Additional Levy	2.860
Less Business Rates – Pilot growth	2.886
Less New Homes Bonus	3.579
Less Improved Better Care Fund	45.532
Less Capital receipts	8.000
Less Social Care Grant	9.427
Less Collection Fund Surplus	5.436
<b>Equals council tax cash</b>	<b>493.898</b>
Divided by tax base	366,777.14
Gives Band D council tax for 2019/20	1,346.59
2018/19 council tax	1,294.92
<b>Percentage increase</b>	<b>3.99%</b>

- b) Council Tax (on the basis of a budget requirement of £802.275m and the Council Tax base for each property valuation band:

<b>Council Tax Band</b>	<b>£</b>
Band A	897.73
Band B	1,047.35
Band C	1,196.97
<b>Band D (basic)</b>	<b>1,346.59</b>
Band E	1,645.83
Band F	1,945.07
Band G	2,244.32
Band H	2,693.18

- c) The share for each district council of the net total raised from the council tax of £493,898,429:

<b>District</b>	<b>£</b>
Burnley	31,228,769
Chorley	50,004,798
Fylde	40,489,268
Hyndburn	28,189,515
Lancaster	55,748,826
Pendle	32,400,706
Preston	51,819,476
Ribble Valley	31,253,007
Rosendale	27,465,050
South Ribble	48,190,955
West Lancashire	47,475,808
Wyre	49,632,251
<b>Total raised from the Council Tax</b>	<b>493,898,429</b>

Geoff Driver CBE  
 Leader of the Council  
 County Hall, Preston



## **The County Council's Revenue Budget and Council Tax for 2019/20 and Capital Delivery Programme for 2019/20**

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### **1. Introduction**

The council has faced an unprecedented period of financial challenge since austerity began in 2010. Like all councils, Lancashire County Council is facing significant financial pressures, and whilst good progress has been made to date in addressing the forecast financial shortfall over the strategy period, further work is required to ensure the council can achieve a financially sustainable position.

In reports throughout the financial year to cabinet, it is clear that the council is committed to the delivery of a significant savings programme (c£120m over the period 2019/20 to 2022/23) including £77m of new savings proposals agreed by cabinet during 2018/19. There are inherent risks with saving plans of this scale and scope and any significant under-delivery of agreed savings will further increase the funding gap. This has been identified as one of the highest level risks in the council's risk and opportunity register and there are comprehensive arrangements in place to track delivery of financial savings and take corrective actions as required.

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 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.

Should any of these savings proposals ultimately not be achieved they will need to be replaced with alternative savings to avoid increasing the size of the funding gap. £7.529m of the savings proposals are subject to the outcome of specific consultations that are needing to be undertaken. Following the cabinet decision in December detailed project planning has been completed by services with regard to those consultations, including when the outcome of them will be reported back to cabinet to make a final decision regarding their implementation.

The medium term financial strategy (MTFS) includes government funding as announced in the final settlement on 29th January 2019, with no change to the additional funding announced as part of the provisional settlement in December 2018.

As part of the settlement the Chancellor announced several new 75% business rates pilot schemes, with Lancashire being successful in its bid. This means that in order to secure the additional growth from business rates authorities agree to forgo their revenue support grant. The bid contained the county council, along with 11 district councils, Lancashire Fire and Rescue Authority and the two unitary authorities of Blackburn with Darwen and Blackpool which could see potentially a one off extra c£10m retained across Lancashire based on current growth estimates.

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. Additional consultations have been published with the provisional settlement in December 2018 with content currently being reviewed and responses being prepared. Without any insight into the outcomes of this work, the MTFS assumes that the funding proposals in future years will match the current business rates and grants structure, with the exception that the revenue support grant will cease from 2020/21, in line with previous government announcements.

The MTFS reported to cabinet in February 2019 included a 1% adult social care precept in 2019/20 as a result of flexibilities offered by Government. The final settlement confirmed that the council has scope to increase council tax by a further 1% in 2019/20 on the grounds that it keeps pace with inflation. This flexibility is not currently being offered in subsequent years.

From 2020/21 onwards, it is therefore assumed that the maximum increase will revert back to 1.99%, as the option to raise an adult social care precept will no longer be available. Council tax increases are subject to a full council decision each year when setting the budget, but any decisions taken not to increase council tax as per the assumptions above would increase the financial gap.

Taking account of updated resources information a funding gap of £10.245m remains in 2019/20 and, in order to set a balanced budget, reserves of £10.245m are therefore required to fund the gap. However, this is clearly dependent on all service challenge savings agreed and delivered fully within the timeframes identified, along with the other savings agreed in previous budget cycles.

There also remains an overall funding gap of £47.326m by 2022/23. Current forecasts indicate that there may be sufficient funds within the transitional reserve to support the identified budget gap 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.

This report presents for consideration by the full council the recommendations of the cabinet for:

- The revenue budget for 2019/20;
- A revised capital delivery programme for 2019/20;
- The council tax and precept for 2019/20.

In addition the report sets out the advice of the Chief Executive and Director of Resources, as the council's statutory Chief Finance Officer, on the robustness of the budget and the adequacy of reserves as required by Section 25 of the Local Government Act 2003.

Reports will be provided regularly to cabinet in 2019/20 to update the financial position for the county council based on the latest information.

## 2. The Budget Process

The county council's approach is driven by a formal requirement to deliver a balanced budget in 2019/20. This needs to be undertaken whilst recognising the position for future years and that there will be a requirement for reserves to support the 2019/20 budget. The cabinet has considered the budget for 2019/20 and future years at a number of its meetings. The reports considered can be found at:

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

## 3. The Revenue Budget 2019/20 to 2022/23

The county council's medium term financial strategy (MTFS) was approved by full council in February 2018 covering the 2018/19 budget and the forecast position for 2019/20 to 2021/22. This identified the funding gap in each year as follows:

**Table 1**

<b>Aggregated Funding Gap</b>				
<b>2018/19 (£m)</b>	42.045	42.045	42.045	42.045
<b>2019/20 (£m)</b>		26.365	26.365	26.365
<b>2020/21 (£m)</b>			49.728	49.728
<b>2021/22 (£m)</b>				25.946
<b>Total</b>	<b>42.045</b>	<b>68.410</b>	<b>118.138</b>	<b>144.084</b>

During 2018/19 cabinet has received a number of MTFS reports that have identified further changes to the expected level of spending and in the anticipated level of

resources available for that period including an additional year of 2022/23. The latest MTFS shows a revised spending gap of £47.326m. The profile of the funding gap is shown in table 2:

**Table 2**

<b>Aggregated Funding Gap</b>				
<b>2019/20 (£m)</b>	10.245	10.245	10.245	10.245
<b>2020/21 (£m)</b>		20.125	20.125	20.125
<b>2021/22 (£m)</b>			5.518	5.518
<b>2022/23 (£m)</b>				11.438
<b>Total</b>	<b>10.245</b>	<b>30.370</b>	<b>35.888</b>	<b>47.326</b>
<b>Previous position (£m) (December cabinet – Quarter 3)</b>	13.446	30.376	35.833	47.209
<b>Variance (£m)</b>	<b>-3.201</b>	<b>-0.006</b>	<b>0.055</b>	<b>0.117</b>

Although the financial gap has significantly reduced, from the £144.084m reported last February, the county council's budget is still facing a challenging future with savings of £120m to achieve as part of the 2019/20 budget and beyond, with significant additional pressures. These include the impact of the national pay award, national living wage and inflationary and demand pressures across children's social care, adult social care, waste services and transport.



#### 4. The level of resources available to support the 2019/20 revenue budget

The level of resources reflected in the MTFs for 2019/20 and future years is as follows:

**Table 3**

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Revenue Support Grant	0.000	0.000	0.000	0.000
Business Rates	230.657	200.419	205.861	211.473
Business Rates – Additional Levy	2.860	0.000	0.000	0.000
Business Rates – Pilot growth	2.886	0.000	0.000	0.000
Council Tax	493.898	512.287	531.365	551.155
New Homes Bonus	3.579	3.025	3.016	3.016
Better Care Fund	45.532	45.532	45.532	45.532
Capital receipts	8.000	7.000	0.000	0.000
Social Care Grant	9.427	9.427	9.427	9.427
Collection Fund Surplus	5.436	3.750	3.750	3.750
<b>Total</b>	<b>802.275</b>	<b>781.440</b>	<b>798.951</b>	<b>824.353</b>

These figures reflect the final settlement and have been adjusted for the impact of the final council tax base figures and surplus and deficit position (across council tax and business rates collection funds) as discussed below.

#### 4.1 The resources received through the local government finance settlement

The Secretary of State announced the provisional local government finance settlement on 13<sup>th</sup> December 2018, followed by the final settlement on 29<sup>th</sup> January 2019. There were no changes following the publication of the final settlement, however there have been several updates to the funding position following more detailed information being available in relation to s31 grants. It is important to note that the settlement only covers the period up to 2019/20, therefore assumptions have been made for 2020/21 onwards. It is currently anticipated that a new system of local government finance 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 stage.

#### *4.2 Council Tax in 2019/20*

On 7<sup>th</sup> February 2019 cabinet recommended to full council that Band D council tax for 2019/20 has a 3.99% increase, including 1% to be used for the adult social care precept. The council tax figures within the MTFS include the impact of a 3.99% increase in council tax in 2019/20, 1.99% increase in 2020/21, 2021/22 and 2022/23.

There is a requirement for section 151 officers in those authorities levying the adult social care precept to provide information demonstrating that an amount equivalent to the additional council tax has been allocated to adult social care. Any proposals for a council tax increase above these thresholds will be subject to a referendum.

As part of the budget setting process district councils must confirm both the council tax-base and the surplus/deficit on the collection fund by 31<sup>st</sup> January 2019. The information provided by district councils has resulted in a tax base increase of 1.37% for 2019/20. This is less than the tax base growth that has been built into the MTFS, therefore the reduced growth has been reflected in this report, with reduced funding of £1.610m. The growth for future years remains at 1.7% with future year council tax base increases kept under review with district councils.

As part of the budget setting process district councils must confirm the surplus/deficit on the council tax collection fund by 31<sup>st</sup> January 2019. The information received from district councils state that a surplus has been achieved on the council tax collection fund of £5.240m. This has therefore been included in the funding position for 2019/20.

#### *4.3 Business Rates in 2019/20*

From 2013/14 an element of the county council's funding is received from the locally retained element of business rates collected by the district councils. It is estimated that the county council will receive funding of £236.403m from business rates (including top up grant, additional levy and pilot growth).

As part of the budget setting process district councils must confirm the surplus/deficit on the business rates collection fund by 31<sup>st</sup> January 2019. The information received from district councils state that a surplus has been achieved on the business rates collection fund of £0.196m. This has therefore been included in the funding position for 2019/20.

#### 4.4 Capital receipts

In previous years the use of capital receipts (income derived from the sale of long term assets) has been restricted to funding capital expenditure or the repayment of debt. However, from 1<sup>st</sup> April 2016 the Government introduced the flexibility for capital receipts to be used to fund revenue expenditure which meets certain criteria. To meet the qualifying criteria the revenue expenditure needs to relate to activity which is designed to generate ongoing revenue savings or to transform a service which results in revenue savings or improvements in the quality of service provision. The flexibility was extended as part of the provisional settlement in December 2017 to help meet the revenue costs of transformation programmes and will continue for a further three years.

Local authorities will only be able to use capital receipts from the sale of property, plant and equipment received in the years in which this flexibility is offered. They may not use their existing stock of capital receipts to finance the revenue costs of service reform.

The current estimates of the capital receipts to be generated, and utilised in supporting revenue expenditure, are as follows:

**Table 4**

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
<b>Capital receipts generated</b>	8.000	7.000	0.000	0.000	15.000

The actual receipts received in any one year will fluctuate in line with local property markets and the type of asset available for sale. Therefore, there is a risk that in any given year the receipts actually received will be less than assumed and therefore the situation will be monitored closely. Capital receipts received as at 31<sup>st</sup> December 2018 were broadly on track to achieve the 2018/19 target. However, as the value has not yet been achieved this remains a risk, with any in year shortfall to be met from the transitional reserve.

There is suitable forecast expenditure within the revenue budget to enable the estimated £8.000m to be applied in 2019/20. As part of the service challenge process additional resources have been identified to support the transformation of services and delivery of the savings. 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. These receipts would normally be applied to the capital delivery programme and therefore the impact is to

effectively increase the level of borrowing required to support the approved capital delivery programme.

The capital receipts in 2019/20 will be applied to the following areas (shown in Table 5) to generate ongoing revenue savings or to transform a service which results in revenue savings or improvements in the quality of provision.

**Table 5**

<b>Service Area</b>	<b>Value (£m)</b>
Business Intelligence	0.353
Core Business System Transformation	0.981
Customer Access	0.120
Disability Services (Adults)	0.110
Exchequer Services	0.349
Financial Management (Development and Schools)	0.082
Financial Management (Operational)	0.425
Fostering, Adoption, Residential and YOT	0.124
Health, Equity and Welfare Partnerships	0.500
Highways	0.114
Learning Disabilities, Autism & Mental Health	1.148
Patient Safety and Quality Improvement	0.090
Programme Office	1.402
Social Care Services (Adults)	2.202
<b>Grand Total</b>	<b>8.000</b>

At full council in February each year the county council's prudential indicators are reviewed and approved. As part of the treasury management strategy, that is requesting approval at this full council meeting, the level of indicators incorporate the budgeted level of capital receipts that will be used to support the revenue budget rather than the capital delivery programme. The indicators are reviewed on a regular basis and reported to members on a quarterly basis.

#### 4.5 Specific Grants and contributions to be received by the County Council in 2019/20

The following table summarises the more significant specific grants to be received by the council in 2019/20:

**Table 6**

<b>Grant</b>	<b>Estimated Allocation 2019/20 £m</b>	<b>Description</b>
Better Care Fund	26.3	The Better Care Fund is a pooled budget to help improve the integration of health and care services.
Public Health	66.6	Ring fenced funding only able to be spent in accordance with the conditions of the grant.

#### 4.6 Reserves

The latest reserves position agreed by Cabinet is shown in Table 7 and this includes the impact of the forecast revenue underspend.

**Table 7**

Reserve Name	Opening Balance 2018/19	2018/19 Forecast 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	0.350	0.850	-0.146
Downsizing Reserve	-13.891	3.346	5.941	0.000	-4.604	4.605	0.000	0.000
Risk Management Reserve	-5.402	3.267	-0.688	0.000	-2.823	1.224	0.800	-0.800
Transitional Reserve	-155.066	41.555	-14.735	-11.025	-139.271	0.437	0.194	-138.640
Service Reserves	-19.118	6.563	7.804	0.000	-4.752	3.057	0.762	-0.932
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>55.471</b>	<b>0.000</b>	<b>-11.025</b>	<b>-162.796</b>	<b>9.672</b>	<b>2.606</b>	<b>-150.518</b>
Schools/Non-LCC Service Reserves	-16.521	1.647	0.000	0.000	-14.874	-0.823	-0.823	-16.520
<b>SUB TOTAL SCHOOLS/NON LCC RESERVES</b>	<b>-16.521</b>	<b>1.647</b>	<b>0.000</b>	<b>0.000</b>	<b>-14.874</b>	<b>-0.823</b>	<b>-0.823</b>	<b>-16.520</b>
<b>GRAND TOTAL</b>	<b>-247.201</b>	<b>57.118</b>	<b>0.000</b>	<b>-11.025</b>	<b>-201.108</b>	<b>8.849</b>	<b>1.783</b>	<b>-190.475</b>

**Table 8**

Transitional Reserve	2019/20	2020/21	2021/22	2022/23
Opening Balance	139.271	128.589	98.025	62.137
Gap funding	10.245	30.370	35.888	47.326
Commitments	0.437	0.194	0.000	0.000
<b>Closing balance</b>	<b>128.589</b>	<b>98.025</b>	<b>62.137</b>	<b>14.811</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 £138.640m by the end of March 2021 providing there is no requirement for structural funding support from reserves to the 2019/20 or 2020/21 budgets. This includes the 2018/19 forecast revenue underspend of £8.462m.

The transitional reserve is forecast to be sufficient to meet the identified funding gaps through to 2022/23 as set out in table 8. However, the intention is to identify further savings to reduce the gap, and hence the call on reserves, for 2020/21 and beyond.

## **5. The Overall Revenue Budget Position for 2019/20**

### *5.1 Summary of cabinet's revenue budget proposals*

The overall impact of the cabinet's recommendations to full council for the 2019/20 revenue budget and the potential changes are set out in Table 9.

The table reflects the following:

- impact of further cost pressures;
- changes in the level of resources that are currently known;
- the cabinet's recommendation of a council tax increase of 3.99% in 2019/20;
- the anticipated use of one-off resources in 2019/20; and
- the provision of estimated figures by the city and borough councils in respect of council tax base and business rates income.

**Table 9**

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Forecast net budget requirement	807.332	795.111	804.130	835.636	<b>3,242.208</b>
Funding	792.722	780.931	798.502	823.963	<b>3,196.118</b>
<b>Spending Gap as reported to Cabinet (Quarter 2)</b>	<b>14.610</b>	<b>14.180</b>	<b>5.628</b>	<b>11.673</b>	<b>46.090</b>
Add change to forecast of spending:					
Pay & Pensions	0.473	0.238	0.044	0.259	<b>1.014</b>
Inflation and Cost Changes	2.968	0.555	-0.037	0.047	<b>3.533</b>
Service Demand and Volume Pressures	0.329	-0.684	-0.178	-0.603	<b>-1.136</b>
Other	0.135	-1.958	0.000	0.000	<b>-1.823</b>
Savings Adjustments	0.357	-0.320	0.000	0.000	<b>0.037</b>
<b>Total Change to Forecast of Spending</b>	<b>4.262</b>	<b>-2.169</b>	<b>-0.171</b>	<b>-0.297</b>	<b>1.625</b>
Change to forecast of resources:					
Funding	-5.426	4.919	0.000	0.000	<b>-0.507</b>
<b>Total Change to Forecast of Resources</b>	<b>-5.426</b>	<b>4.919</b>	<b>0.000</b>	<b>0.000</b>	<b>-0.507</b>
<b>Revised Funding Gap reported to Cabinet 7<sup>th</sup> February 2019 (Quarter 3)</b>	<b>13.446</b>	<b>16.930</b>	<b>5.457</b>	<b>11.376</b>	<b>47.209</b>
Funding Update	-4.129	4.123	0.061	0.062	<b>0.117</b>
Expenditure Update	0.928	-0.928	0.000	0.000	<b>0.000</b>
<b>Revised Funding Gap</b>	<b>10.245</b>	<b>20.125</b>	<b>5.518</b>	<b>11.438</b>	<b>47.326</b>



## 5.2 Revenue Budgets for Services in 2019/20

The budget outlined below results in a net revenue budget of £802.275m. The budget by service is summarised below:

**Table 10**

<b>Revenue Budget 2019/20</b>	<b>Net Budget £m</b>
Adult Services	343.054
Chief Executive Services	28.990
Children's Social Care	143.820
Corporate Services	18.954
Education and Skills	27.879
Finance Services	38.073
Growth, Environment and Planning	3.940
Waste Management	65.995
Highways and Transport	57.998
Public Health and Wellbeing	23.440
Strategy and Performance	33.615
<b>Sub-Total</b>	<b>785.758</b>
Financing Charges	26.762
Use of one off resources	-10.245
<b>Revenue budget 2019/20</b>	<b>802.275</b>

## 6. The Capital Delivery Programme

This section of the report sets out the following:

- an outline of the 2019/20 capital delivery programme including known projects; and
- summary of the proposed funding of the 2019/20 capital delivery programme and the revenue implications of the increased use of prudential borrowing.

### 6.1 Capital Delivery Programme for 2019/20

Table 11 below details a summary of the proposed capital delivery programme for 2019/20 of £130.289m. The proposed 2019/20 delivery programme will include the provision to complete works already in the programme and the addition of projects identified for utilising the updated capital grant funding for 2019/20.

The proposed delivery programme is broadly similar in scale to the forecast outturn for 2018/19 and may need to be updated when the actual outturn position is confirmed to reflect any re-profiling impact on 2019/20 that may be required.

**Table 11**

<b>Programme</b>	<b>Initial indicative programme subject to profiling</b>
	<b>£m</b>
Schools (excl DFC)	21.859
Schools DFC	2.527
Children & Young People	0.027
Highways	46.776
Transport	30.128
Externally Funded schemes	0.111
Waste & Other	0.190
Adult Social Care	13.654
Corporate	11.297
Vehicles	3.720
<b>Total</b>	<b>130.289</b>

## 6.2 Proposed Funding

The capital delivery programme is currently funded by a variety of funding streams as shown in table 12 below:

**Table 12**

Programme	Initial indicative programme subject to profiling	Funded by borrowing	Funded by Grant	Funded by Contributions / Other funding sources
	£m	£m	£m	£m
Schools (excl DFC)	21.859	0.000	21.859	0.000
Schools DFC	2.527	0.000	2.527	0.000
Children & Young People	0.027	0.027	0.000	0.000
Highways	46.776	16.190	26.037	4.549
Transport	30.128	3.500	23.907	2.721
Externally Funded schemes	0.111	0.000	0.000	0.111
Waste & Other	0.190	0.190	0.000	0.000
Adult Social Care	13.654	0.000	13.654	0.000
Corporate	11.297	11.297	0.000	0.000
Vehicles	3.720	3.720	0.000	0.000
<b>Total</b>	<b>130.289</b>	<b>34.924</b>	<b>87.984</b>	<b>7.381</b>

Table 13 identifies the revenue budget for financing charges as reflected within the medium term financial strategy:

**Table 13**

	2019/20	2020/21	2021/22
	£m	£m	£m
Minimum Revenue Provision	14.936	16.316	17.209
Interest Paid	24.410	24.407	24.505
Interest Earned	-12.384	-12.372	-12.384
Grants Received	-0.200	-0.180	-0.160
<b>Total</b>	<b>26.762</b>	<b>28.171</b>	<b>29.170</b>

The revenue budget above reflects a position which takes account of the views of both internal and external advisers, particularly in relation to interest rate movements. Provision has also been made for changing some of the borrowing to a long term fixed rate rather than the existing short term rates in 2020/21.

The position will be closely monitored by the Director of Finance and any changes will be reflected in forecasts presented to cabinet.

## 7. Council Tax for 2019/20

The recommendation of the cabinet to full council on the council tax requirement is that the band D council tax for 2019/20 be increased by 3.99% which includes the 1% social care precept. The impact of these increases are:

**Table 14**

	<b>Band D Council Tax</b>	<b>Council Tax income</b>
Adult Social Care Precept increase at 1%	£12.95	£4.750m
General Council Tax increase at 2.99%	£38.72	£14.202m

The overall position is summarised as follows:

**Table 15**

	<b>£m</b>
<b>Budget Requirement</b>	<b>802.275</b>
Less Business Rates	230.657
Less Business Rates – Additional Levy	2.860
Less Business Rates – Pilot growth	2.886
Less New Homes Bonus	3.579
Less Improved Better Care Fund	45.532
Less Capital receipts	8.000
Less Social Care Grant	9.427
Less Collection Fund Surplus	5.436
<b>Equals council tax cash</b>	<b>493.898</b>
Divided by tax base	366,777.14
Gives Band D council tax for 2019/20	1,346.59
2018/19 council tax	1,294.92
<b>Percentage increase</b>	<b>3.99%</b>

## 8. The Robustness of the Budget and the Adequacy of Reserves

Section 25 of the Local Government Act 2003 requires that, in giving consideration to budget proposals, Members must have regard to the advice of the Council's Chief Finance Officer (in the case of the county council the Chief Executive and Director of Resources) on the robustness of the estimates and the adequacy of the council's reserves.

### Robustness of the Estimates

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

The table below demonstrates the scale of just a small variance in the assumptions made, showing the potential impact of both a positive and negative movement of 1% across the main areas within the MTFs and the potential impact of a further 0.25% variation on interest rates:

	Potential Full-Year Impact (£m)
Funding (1%)	+/- 4.955
Pay (1%)	+/- 2.551
Price Inflation (1%)	+/- 5.574
Demand (1%)	+/- 5.969
Interest Rates (0.25%)	+/- 1.250

A number of specific risks remain within the budget as follows:

- **Government Funding**

The council did not take up the offer in 2016 of a multi-year finance settlement covering revenue support grant, rural services delivery grant and transitional grant. Revenue support grant is expected to formally end in 2019/20 and the impact on the council of the Business Rate Retention Scheme and Fair Funding Review from 2020/21 is not yet known. For the purpose of the budget and MTFs a neutral position has been assumed including no revenue support grant from 2019/20 and will be updated when further information is known. Following the successful bid by Lancashire to be a 75% business rates pilot for 2019/20 the county council will no longer receive RSG and the equivalent amount that is expected has been built into the business rates pilot workings.

Additional funding was announced for both adult social care and children's services, with the county council receiving an additional £15m. This was however announced

as one-off funding, although as part of the MTFs it has been assumed that this funding will continue due to demand pressures that councils are facing. There was no additional funding announced to support the new pay spine for local government workers and these additional cost pressures have been included in the strategy.

The final settlement has confirmed the council's scope to increase council tax by an additional 1% in 2019/20 on the grounds that it keeps pace with inflation, CPI is currently running at 3%. Adult social care precept arrangements also remain unchanged for councils, with adult social care responsibilities able to add up to a 3% increase in council tax up to a maximum of 6% over the period 2017/18 to 2019/20. These flexibilities are included in the strategy as part of this report.

- **Service Demand**

This is a key risk facing the council in both preparing future budgets and managing budgets during the year. As reported in the budget monitoring reports presented to cabinet over the year, demand for both adult and children's social care services and waste services continue to see increases despite the impact of demand management measures and additional funds being built into the budget to reflect forecast pressures.

Over the period 2019/20 to 2022/23 £75m has been provided in the MTFs for demand pressures of which £50.5m relates to adult social care and £14.0m children's social care. These have been identified based on current and historical trends and population projections where appropriate (particularly linked to the ageing population in respect of adult social care). Whilst for adult social care the estimates are based on assumptions that have previously been a reasonable prediction of demand, during the current financial year significant and unanticipated increased costs in relation to children's social care have occurred and have been reported to cabinet in revenue monitoring reports.

Detailed work continues to be undertaken focused on a better understanding of the causes of increasing demand and what steps can be taken to mitigate the financial impact, which along with grant funding reductions, is a major contributing factor towards the funding gap reported in the MTFs.

- **Pay**

The majority of the pay bill is driven by the national pay agreement and the announcement of a new pay spine represents a significant additional cost pressure reflected in the updated MTFs. The county council also remains committed to paying its employees as an accredited member of the Living Wage Foundation who have announced a 2.86% increase in the living wage. The impact of this initial increase and further 3.00% (2020/21) and 2.90% (2021/22 & 2022/23) increases in subsequent years for those staff directly impacted has been factored into the MTFs.

- **Inflation**

The Monetary Policy Committee (MPC) of the Bank of England has been set an inflation target by the Government of 2% as measured by Consumer Prices Index (CPI). The CPI has been above this level since early 2017 increasing to 3.1% in

November 2017. However, the rate has fallen since then with the November 2018 rate being 2.3%. The Bank of England anticipate that inflation will be within target in the medium term.

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

A particularly significant area is the care market, primarily residential, nursing and homecare, the funding of which is recognised as a significant issue regionally and nationally. A significant amount of resource has been included within the MTFs to fund price increases and the estimated impact of the national living wage on care providers.

#### • **Interest Rates**

In August 2018 the MPC raised the base rate by 0.25% to 0.75%. This followed a previous increase in November 2017 which was the first increase in a decade.

Despite this increase the base rate continues to be at historically low levels and the Bank of England has maintained expectations for slow and steady rate rises in line with the performance of the economy. The county council's treasury advisors predict two more 0.25% rises during 2019 to take official UK interest rates to 1.25%.

#### • **Savings Programme Delivery**

The council is committed to the delivery of a significant savings programme (c£120m over the period 2019/20 to 2022/23) including c£77m of new savings already agreed by cabinet in December. There are inherent risks with saving plans of this scale and scope and any significant under-delivery of agreed savings will further increase the funding gap. This has been identified as one of the highest level risks in the council's Risk and Opportunity Register and there are comprehensive arrangements in place to track delivery of financial savings and take corrective actions as required.

#### **Adequacy of Reserves**

The council holds reserves for a number of reasons:

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

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

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

In relation to the council's general reserve (County Fund Balance), the forecast level at 31 March 2019 is £23.437m. In addition the council continues to hold £10m as a formal treasury management reserve to reflect that, whilst the council's treasury management performance (covering both investment activity and financing costs) has been positive over an extended period, the outlook post-Brexit is particularly uncertain and volatile. The reserve is there to hedge against that volatility, including interest rate changes and associated risks over the short-term, without directly impacting the revenue account.

The revenue budget has been heavily supported in recent years by the reserves that have been available to the county council and their value has therefore reduced significantly. The value of the council's uncommitted transitional reserve by the end of the financial year is currently forecast to be £139.271m, including the 2018/19 forecast underspend.

The level of risk evident within the budget has been significant in recent years and remains so at a time when it is clear that the revenue budget for 2019/20 will also need to be supported by reserves. The council acknowledges that it needs to move to a sustainable financial position and also that this will take time to implement. The transitional reserve allows decisions to be made in a more measured and considered way but does not itself negate the need for a sustainable budget to be achieved. While the council's budgetary control procedures are strong in terms of managing in year expenditure, the effectiveness of budgetary control is a combination of systems and processes as well as the risk environment within which the council is operating. It therefore remains an essential requirement that the council continues to ensure that processes are effective in maintaining a grip on in year expenditure and also that there is a clear focus on delivering a balanced and sustainable budget.

As part of the MTFs report, scenario analysis and stress tests of the current financial gap and reserves position have been undertaken. A key scenario that has been tested relates to the savings that require consultation prior to implementation which total £7.529m (£2.150m 2019/20, £5.329m 2020/21 and £0.050m 2021/22). Should cabinet ultimately not agree to any of these savings being implemented post consultation, then there would be sufficient reserves to support the budget until part way through 2022/23.

Overall, the council has an appropriate level of reserves available to manage the financial risks it is facing from 2019/20 to 2022/23. However, despite the identification of further savings through the service challenge process of c£77m it is necessary that additional savings are identified to be delivered to bring the council to a financially sustainable position. Any utilisation of remaining reserves should support, wherever possible, activities which reduce ongoing revenue costs.



## **Conclusion**

There has been a significant focus nationally on the financial resilience of councils and one of the key areas of concern has been the utilisation of reserves in supporting budgets and the levels of reserves remaining. A key indicator identified by the Chartered Institute of Public Finance and Accountancy (CIPFA) in flagging up potential issues is the level of reserves used by a council to meet any funding shortfall in setting the budget compared to the average level of reserves used to fund any structural deficit over the previous 3 financial years. The average over the last 3 years in Lancashire has been c£40m and the proposed use of £10.245m for 2019/20 represents a significant improvement in this regard. This follows strong financial control during the current financial year as evidenced by the forecast revenue underspend which will enable a transfer into reserves and c£77m of further budget proposals being identified. However, this is clearly dependent on all the agreed service challenge savings being agreed and delivered fully within the timeframes identified, along with the other savings agreed in previous budget cycles. Should any of these budget options ultimately not be taken forward they will need to be replaced with alternative savings to avoid increasing the size of the financial gap.



# Full Council – February 2019 Budget Consultation Responses

County Councillor Geoff Driver  
Leader  
Lancashire County Council  
PO Box 78  
County Hall  
Preston PR1 8XJ

Phone:  
Fax:  
Email:  
Your ref:  
Our ref: SF/CG  
Date: 18<sup>th</sup> January 2019

Dear Councillor Driver

**Consultation on the County Council's budget options for 2019/20**

I would like to thank you for the opportunity to comment on Lancashire County Council's budget proposals.

I recognise the significant funding issues the County Council faces in 2019/20 and future years and understand that you face some very difficult decisions as you determine the services you will provide to the people of Lancashire. I continue to seek savings in my own budget and would therefore request that we engage in a collaborative dialogue in respect of the services that we have some cross-over in responsibility to examine the opportunities that exist to drive out value for money.

I am concerned that the level of savings you are required to make will have enormous consequences not just for the citizens of Lancashire but will of course impact upon the resources of the Constabulary as the service of first and last resort. It is inevitable that as the support you are able to provide the more vulnerable members of our communities is reduced due to the drastic cuts to your funding there will inevitably be an increase in the numbers of people suffering crisis which will, in turn, require support from the policing service.

I am keen to ensure that wherever possible we work together to ensure we can provide services in the most efficient way possible and seek to engage together in areas such as mental health, community safety partnerships and child protection services and suggest that we continue to seek opportunities for collaboration in the delivery of services in such areas.

I would also like to suggest that we look to work together in other areas where we might achieve increased value for money such as the use of property and assets and the provision of support services as improved efficiency in these areas can free up much needed resource to our respective front line services.

I would like to highlight a specific savings proposal included in the consultation document, the **SC610 - Lancashire Wellbeing Service**.

The saving proposal is to cease the provision of the Wellbeing Service and the paper recognises that there will be a direct impact on other services both within LCC and for external organisations. I can confirm that Lancashire Volunteer Partnership (LVP), in which both of our organisations take significant roles, forecasts a significant increase in demand placed directly upon it as a result of this proposal. This in itself is a cause for concern as the most vulnerable people that use the Wellbeing service may be left without support if LVP doesn't have the capacity to support them.

The saving proposal also recognises that there will be an increase in demand for social care services at LCC for a number of people that would have previously been diverted from social care through the work of the Wellbeing service. The saving proposal indicates that this demand could generate additional social care cost at a level as much as £650,000 per annum.

Discussions with colleagues at LVP have suggested that investment of considerably less than £650,000 per year could provide a service to meet a significant amount of the demand arising from the closure of the Wellbeing Service and divert individuals from social care.

They suggest 1 Supervisor and 9 Volunteer Officers to cover the entire County and supplement what LVP already deliver. The cost of this would be in the region of £350k. It is estimated that each Volunteer Officer could carry a caseload of 30 referrals at any one time which would likely result in 60 per annum, this would see overall the opportunity to fulfil a further 540 referrals per year.

This opportunity would need further development and discussion between LCC and LVP colleagues to determine if it could deliver a similar (or possibly greater) financial saving whilst ensuring a better outcomes than would be the case if the saving is developed as proposed.

I welcome your view on the opportunity that may exist in this instance and your consideration of taking an alternative approach in the replacement of the Wellbeing Service.

I am aware that the specific design of a number of the budget options you have identified is on-going and I would ask that you would engage with myself, my office and the Constabulary at every opportunity where our services have impact or cross over to allow us to contribute fully to the design of new services in the future.

I look forward to having the opportunity to comment further as the options you identify move forward and that together we can work towards the provision of quality services to the people of Lancashire.

Yours sincerely

21<sup>st</sup> January 2019

Ref; street parking charges

To Whom it may concern,

I am writing to let you know my opinion on charging to park on the streets in Colne.

I am a frequent shopper in Colne and park on the street to pop into the shops, bank and cafes. If I am staying any length of time, I am happy to park on the car parks provided, but more often than not I am in and out within a short time. Colne is a small town, all the shops are occupied and the centre is quite lively, but I can see this changing if charges for street parking is implemented. Friends of mine call in to the shops on the way home from work, again this would cease if they had to find the change, a machine and pay to pop in to a shop for 5-10 minutes.

Our shopkeepers work hard and in this day and age of online shopping and retail parks they are doing a magnificent job.

Please do not make our town centre like so many, with empty shops and a derelict look.

Yours truly

21/01/2019

To whom it may concern,

I am writing to express my deep concern for the plans to add charges for on street parking in Colne Town Centre.

I run several community groups where parking and access is from the main road in Colne, these include a knitting and stitching community group; the [redacted] group and the [redacted] Playgroup. All these groups are accessed by people who park on and around Church St., and Market St., in Colne. There is rarely difficulty parking; there are on street spaces and nearby parking in Car Parks both of which are vital for people trying to access the community services we provide. Many of our users are vulnerable elderly or young families who would find accessing our groups difficult if they have to park further away or bear the burden of additional costs.

~~Our high street is unusual in that it continues to do well despite several~~  
superstores opening in and around Colne. Adding cost and inconvenience for parking risks driving people from our high street and will be of detriment to all local shops and services. Please do not charge for car parks or on street parking in Colne.

Yours Sincerely,

21 January 2019

23 JAN 2019

Dear

I write to you with regards to Homewise, the registered charity based in Accrington.

I have been made aware that Lancashire County Council plan to end their contract with Homewise under the new budget proposals, which approve the cessation of the county council's Integrated Home Improvement Service contracts.

Homewise carry out vital work throughout Hyndburn and the Ribble Valley, assisting thousands of local residents who are vulnerable, elderly or disabled with home repairs, adaptations and maintenance. Without their help (furniture adjustments and aids), she would not have been able to come home.

Nationwide, council social services departments are under extreme financial and practical pressures. However, at present, Homewise's services enable people to remain living at home independently, thus alleviating a significant burden from Lancashire County Council's social services department. With the county council planning to end their contract with the charity, the sustainability of Homewise is under severe threat. Not only does this threaten the quality of life and independence of some of our most vulnerable residents, if the charity were to be forced to close, it would also place a much greater strain upon the council's already stretched resources.

I am extremely concerned and encourage you to re-evaluate this decision, as it will have a detrimental impact to thousands of residents across Hyndburn and the Ribble Valley. Thank you for your assistance and I look forward to hearing from you.

Yours sincerely



**BY EMAIL**

25 January 2019

Dear County Councillor

We are writing to you about the effects of the current proposal by Lancashire County Council to reduce and then end the funding for the 'Integrated Home Improvement Service', which is well targeted, practical housing help that we deliver to older and vulnerable people across the County.

We fully appreciate the very difficult financial situation faced by Lancashire County Council, but the current proposal not only puts lives at risk, it will result in higher costs to the council, for example through increased need for residential care; it will also increase demand - and therefore costs - for Lancashire's health services.

*Independent evidence<sup>1</sup> shows that falls prevention is one of the main outcomes of the home modifications that we carry out. Preventing a fall for just 1% of the people we help (a highly conservative estimate) results in savings to health and social care of £891,218. This saving is more than the entire budget for the Integrated Home Improvement Service across Lancashire and is just one small part of the many outcomes and savings we achieve.*

*Further to this it has been demonstrated that for every £1 spent on handyperson services, £4.28 is saved by health and social care. Based on these figures, investing in the Integrated Home Improvement Service creates a return on investment of £3,766,400 to health and social care in Lancashire. Source: Small but Significant (2018) an independent evaluation of a Lancashire handyperson service.*

The home adaptations and essential home repairs that we carry out in the homes of older and vulnerable people increases the time that they are able to live safely and well at home. Last year we helped 44,364 older and vulnerable people, giving advice and practical help to enable them to live independently in their own homes for longer.

*The funding reduction proposal of £880,000 pa from 2020 is the annual cost of just 29 residential care places, compared with providing preventative housing help for almost 45,000 local people.*

We reach people who no-one else reaches, those for whom just a little bit of help makes all the difference, helping carers, the isolated, the lonely, people with dementia, and improving the homes and lives of so many vulnerable people. Our services are also exceptionally highly valued by those who use them.

*Nearly half of those helped by the handyperson service are over 80yrs (46%), older women (77%), living alone (72%) often living with chronic long-term health conditions and disability. 96% said that the service made them less worried about their home. 100% would recommend it to others.'*

*Source: Small but Significant (2018) an independent evaluation of a Lancashire handyperson service.*

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<sup>1</sup> Described in Appendix A based on research by the [Centre for Ageing Better](#), [Public Health England](#) and the [Building Research Establishment](#), amongst others

This is why we are urging you to do whatever you can as a Lancashire County Councillor to rethink and overturn this proposal which would end something so valued by your constituents and by local partners.

Lancashire County Council has been an innovative and forward-thinking authority in terms of its approach to integration and prevention.

As local, not for profit providers of practical, preventative services for very many years, we have worked constructively with the Council to evolve and change to meet its requirements and the needs of local communities. We have also achieved significant added value by bringing other resources into the county, for example through securing national charitable funding, and through harnessing input from volunteers. The Integrated Home Improvement Service is now:

- Preventing falls/accidents in the home
- Making homes more accessible
- Improving home security
- Completing small repairs
- Making homes warmer and more energy efficient

Decommissioning so much of the Integrated Home Improvement Service (described further in Appendix A) would be such a backward step from this constructive joint development of preventative, crucial housing related help.

In Lancashire County Council's recently published strategy document '*Care, Support and Wellbeing of Adults in Lancashire*' it talks about a vision for "*keeping people safe, well and connected*" and "*keeping people independent and living at home*". It notes that "*admissions to care homes are too high*" and "*we can no longer afford to provide long term/high cost packages of care*" and "*as a system we need to focus more on prevention and wellbeing*".

Additionally, Lancashire County Council has identified "*supporting independent living*" as one of its six key actions in the Lancashire Health and Wellbeing Strategy.

And yet the Council is now considering a proposal to cut a key preventative service that enables exactly this outcome.

As a County Councillor and representative of your local community, we urge you to protect the Integrated Home Improvement Service and to ask you to vote against the proposal to reduce and end funding for this important, preventative service for the benefit of older and vulnerable people across Lancashire.

Yours sincerely,

## **APPENDIX A: Further information about the impact of Lancashire County Council's budget proposals.**

As you may already be aware, the Integrated Home Improvement Service is a Lancashire-wide prevention and early intervention service that helps older, disabled and vulnerable adults to live safely and independently in their own homes. You may have heard these services referred to as 'Care and Repair' or 'HIA' (Home Improvement Agency) services.

They include:

- Handyperson Service
- Healthy Homes Assessments
- Casework, including help to access additional funding & support schemes
- Housing Options Advice & Information
- Minor Adaptations (work under £1000) – *statutory service*
- Supply and fit of aids for daily living (such as grab rails) – *statutory service*
- Assistance with Major Works & Adaptations (over £1,000)
- Support to access Disabled Facilities Grants
- Help to find trusted tradespeople
- Affordable Warmth Schemes

The Integrated Home Improvement Service is currently contracted by Lancashire County Council to six not-for-profit organisations, all based in Lancashire. Each of us has been providing support to our local communities for decades and we have built up a wealth of experience and expertise in our teams. We are trusted by our clients and respected by our peers and partners.

Last year we helped 44,364 older and vulnerable people, giving advice and practical help to enable them to live independently in their own homes for longer. The most common outcomes achieved through our services were:

- Preventing falls/accidents in the home
- Making homes more accessible
- Improving home security
- Completing small repairs
- Making homes warmer and more energy efficient

Which in turn:

- Improve client wellbeing – physically and mentally; clients better able to cope at home and live independently
- Reduce the need for social care services including residential care and home care
- Reduce GP visits
- Reduce A&E visits
- Reduce unplanned hospital admissions

- Enable timely discharges from hospitals

In budget proposals set out in November 2018, Lancashire County Council proposes to reduce the funding for the Integrated Home Improvement Service by 25% from April 2019 and then completely decommission all non-statutory elements of the service from April 2020. The proposal cites that this will create savings of £880,000 per year from 2020.

However, reducing and then decommissioning the service will cost Lancashire County Council more in terms of the additional demands it will place on Adult Social Care; and there will be the additional costs this decision will also place on partners across the wider health economy due to an increase demand on their services.

In an independent report commissioned by The Rayne Foundation and The Quality of Life Charitable Trust, produced by Care & Repair England titled: '*Small But Significant: Evidence of impact and cost benefits of handyperson services*' (enclosed), it was demonstrated that for every £1 spent on handyperson services £4.28 is saved by health and social care. This report used Preston Care & Repair – one of the providers of the Lancashire Integrated Home Improvement Service – as the basis for its research. Based on these figures, investing in the Integrated Home Improvement Service will create a return on investment of £3,766,400 to health and social care in Lancashire.

Also in the report, the BRE (Building Research Establishment) Housing Health Cost Calculator puts the year one treatment costs of falls to health and social care services at:

- Serious fall injury - £39,906
- Moderate fall injury - £6,464
- Minor fall injury - £1,545

In 2018, as providers of the Integrated Home Improvement Service, we completed 1868 jobs specifically targeted at falls prevention – approximately 10% of all the work completed. If we prevented serious, moderate and minor falls in just 1% of cases, the year 1 treatment cost savings to health and social care would be £891,218. That is more than the entire budget for the Integrated Home Improvement Service across Lancashire; and that is just based on one small element of the outcomes we achieve.

The financial impacts of the budget proposals relating to the Integrated Home Improvement Service will be significant and will far outweigh any 'savings'; it would be financially detrimental to Lancashire County Council, and to its partners in health, to remove funding this important, preventative service at a time when health and social care services in Lancashire are struggling to cope with existing demands. Reducing or decommissioning the Integrated Home Improvement Service would increase demands on both health and social care.

As not-for-profit providers, all funding received by our organisations is used to deliver services and support to local people. Not a penny leaves our organisations in profit or shareholder dividends. Although we are separate organisations, as home improvement agencies, we share a collective vision and values. Everything we do has our clients at the heart and is underpinned by a commitment to provide the best possible support to help people to stay safe

and independent in their own homes, preventing or reducing the need for other health and social care services.

When we talk about what we deliver through the Integrated Home Improvement Service we often find ourselves using the phrase '*it's not just what we do, it's also the way that we do it*'. Let us give you just one example:

*is in her late 80s and has lived on her own in her family home ever since her husband died several years ago. The Home Improvement Service has carried out a number of small jobs in her home that reduce risk of injury, e.g. power-washing a slippery path from her front door to her bins.*

*mentioned to the Technician that she'd had several falls at the front door, which happened as she bent down to pick up her milk, saying that the last fall had been worse than the others, leaving her bruised, feeling vulnerable and worried about being able to cope living on her own. The Technician offered to put up a shelf at the front door for the milk to go on so she no longer had to bend to the floor. The work was completed there and then and has not had another fall.*

Technicians working on the Integrated Home Improvement Service are not only exceptional tradespeople, but they also take the time to get to know clients, to look for preventable risks around the home and to engage in conversations that will enable clients to share their worries about living safely at home. Another tradesperson, without this specialist training and knowledge, would have power-washed the path, but wouldn't have even known about the need for the milk shelf. The cost of the shelf was just a few pounds in materials, but it prevented further falls for , one of which would likely have resulted in a more serious injury and the need for significant input from health and social care services, costing thousands of pounds. immediately felt safer in her own home and felt better able to manage on her own – that peace of mind for her and her loved ones is priceless.

There is an ageing population in Lancashire. Current estimates from Lancashire's JSNA Demographic Dashboard state that there are 240,474 people aged 65+ in Lancashire, with 30,834 aged 85+. The 2011 Census showed that Lancashire had 65,880 people aged 65+ living alone. Mrs A is just one example, there are many thousands like her across Lancashire living in your local community who will be impacted should these proposed cuts come into force. They will lose access to a trusted service that enables them to live safely and independently at home. They will lose the reassurance and peace of mind of having access to support that improves their wellbeing and enables them to cope in their own home.

The Integrated Home Improvement Service is a preventative service, helping to keep people safe and independent at home and reducing the need for the long term/high cost packages identified by Lancashire County Council in its own report. Withdrawing funding from the Integrated Home Improvement Service will undermine the Adult Social Care Strategy and the Health and Wellbeing Strategy and hinder successful delivery of both.

**Enclosed Documents:**

About the Integrated Home Improvement Service

Case Studies and Quotes

Small But Significant and Integration in Action Brochures

Information from your local Integrated Home Improvement Service provider

## About the Integrated Home Improvement Service in Lancashire

### 1. Background:

The Integrated Home Improvement Service was established by Lancashire County Council in 2015 to provide a more integrated approach to delivering key services to support independent living for older people, people living with physical disabilities and people living with complex, long term health conditions. Before the Integrated Home Improvement Service, funding for Home Improvement Agencies (HIA) came from Supporting People Funding.

The Integrated Home Improvement contract broadly falls into two areas:

1. **Minor Aids & Adaptations** - works under £1,000 including bannister rails, external rails, step adaptations and ramps and the provision of simple aids for daily living through Lancashire County Council's 'Retail Model'; this includes the supply and fitting of grab rails. This is a statutory service.
2. **Home Improvement Services** – range of services and support to enable people to live safely and independently including: Handyperson Service, Healthy Home Assessments and what are referred to as 'core services' which include helping people to find trusted contractors, supporting people to have major repairs and adaptations completed at their property (including support to apply for a Disabled Facilities Grant), casework, housing options advice and information and energy efficiency advice and support. These are non-statutory services and are the main subject of the budget proposals.

These individual service elements are targeted to support some of the most vulnerable people living in our local communities with an overarching aim to provide timely support that will achieve the following over-arching service objectives:

- Enable people to live safely and independently at home for as long as possible
- Prevent or delay admission to residential care; and/or reduce demand for other types of social care interventions
- Prevent falls/accidents in the home to reduce A&E visits and unplanned hospital admissions
- Enable timely and safe hospital discharge

The Integrated Home Improvement Service is currently contracted to six not-for-profit organisations across Lancashire who deliver support and services to enable older and vulnerable people to live safely and independently in their own homes. These providers are:

Provider	Districts Covered
Care & Repair (Wyre & Fylde)	Fylde, Wyre
Chorley Borough Council Home Improvement Agency*	Chorley
Homewise Society**	Hyndburn, Ribble Valley
MSV (Mosscares St Vincent's)**	Burnley, Pendle, Rossendale
Preston Care & Repair*	Chorley, Preston, South Ribble, West Lancashire

\* Preston Care & Repair delivers the Handyperson Service in Chorley in partnership with Chorley Borough Council.

\*\*Homewise Society and MSV work in partnership to deliver IHIS services collaboratively across East Lancashire.

## 2. Integrated Home Improvement Service in Action:

The Integrated Home Improvement Service is focussed on providing prevention and early intervention support that helps older, disabled and vulnerable adults to live safely and independently in their own homes. You may have heard these services referred to as 'Care and Repair' or 'HIA' (Home Improvement Agency) services. They include:

- Handyperson Service
- Healthy Homes Assessments
- Casework, including help to access additional funding & support schemes
- Housing Options Advice & Information
- Minor Adaptations (work under £1000) – *statutory service*
- Supply and fit of aids for daily living (such as grab rails) – *statutory service*
- Assistance with Major Works & Adaptations (over £1,000)
- Support to access Disabled Facilities Grants
- Help to find trusted tradespeople
- Affordable Warmth Schemes

Last year we helped 44,364 older and vulnerable people, giving advice and practical help to enable them to live independently in their own homes for longer. The most common types of work delivered through the service were:

- Preventing falls/accidents in the home
- Making homes more accessible
- Improving home security
- Completing small repairs
- Making homes warmer and more energy efficient
- Giving advice and Information



Which in turn:

- Improve client wellbeing – physically and mentally; clients better able to cope at home and live independently
- Reduce the need for social care services including residential care and home care
- Reduce GP visits
- Reduce A&E visits
- Reduce unplanned hospital admissions
- Enable timely discharges from hospitals

### **3. Clients:**

The Integrated Home Improvement Services supports some of the most vulnerable people in local communities. Lancashire County Council's eligibility criteria for the service is:

- Aged 18 or over and resident in Lancashire and
- Have a registered disability and/or diagnosed long term health condition/s that directly affect their mobility or independence to stay safe in their own home or
- When there is an imminent and/or major risk that will lead to the person having an unscheduled admission to hospital or residential care without intervention or
- The service is needed to facilitate a discharge from hospital where it would not be deemed safe for them to return without intervention

Many clients of the Integrated Home Improvement Service are frail, elderly people who have little access to other support. The service has become a 'lifeline' to them and they often describe it as such in their client feedback.

### **4. Outcomes of the integrated Home Improvement Service**

The Integrated Home Improvement Service has a significant impact on people's mental and physical health, on their wellbeing, their independence and on their quality of life.

Outcomes achieved through the Integrated Home Improvement Service include:

- Improved wellbeing and quality of life – clients feel better supported and able to cope at home
- Reduced worry and anxiety associated with maintaining a home
- Extended safe, independent living at home

- Improved client mental and physical health
- Improved safety and security in the home
- Reduced need for social care services including residential care and home care
- Reduced need for GP visits and on other health professionals' time
- Reduced A&E visits
- Reduced unplanned hospital admissions
- Enabled safe, timely discharges from hospitals

These outcomes are recorded anecdotally through the many comments received by providers through their feedback mechanisms (see client quotes and case studies for examples)

As part of the research for the independent report by Care & Repair England into Evidence of Impact and Cost Benefits of Handyperson Services, data was collected to measure and demonstrate the outcomes of Handyperson services, which are a key component of the Integrated Home Improvement Service.

The report found:

- Falls risk was reduced for 37% of the older people using the Integrated Home Improvement Service Handyperson service
- Improved wellbeing was a key outcome for 90% of older service users
- 77% of people said that they would not have jobs done if the Handyperson Service did not exist due to worry about finding a trustworthy builder
- Trust was a key factor for clients. It was important to them that the Handyperson service was delivered by a local, not-for-profit, trustworthy provider to which they had ready access to i.e. 'only a phone call away'.
- 48% said they could not afford to have work carried out by a builder (at a commercial rate)
- 96% of people said that the Handyperson service made them less worried about their home
- 100% of people said that they would use the service again and would recommend it to others

Perhaps most pertinent to the subject of Lancashire County Council cutting the Integrated Home Improvement Service, which includes Handyperson services, on the grounds of making financial savings, the report demonstrates that for every £1 spent on **Handyperson services the saving to health and social care is £4.28 – from falls reduction alone.** (This return on investment calculation does not include many other fiscal and social gains e.g. improved wellbeing, reduced anxiety, timely hospital discharge etc...)

A full copy and a summary copy of *Small But Significant: The Impact and Cost Benefits of Handyperson Services* is included in this briefing pack for your information.



## Small but Significant

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### Author: Sue Adams OBE, CEO of Care & Repair England

Sue Adams is the Chief Executive of Care & Repair England. A fellow of the World Demographic Association, Sue has written extensively about housing and older people, including handyperson services - *Taking the Initiative* (1992) and *Small things matter* (2006). She was a member of the advisory committee overseeing the evaluation of the major government handyperson initiative in 2012 and is the author of a range of related reports, articles and evaluations, including *Off the Radar*, *Silverlinks* and *Housing Options Info & Advice*. She was awarded an OBE for services to older people's housing in 2010.

### Acknowledgements

We are extremely grateful to the Rayne Foundation without whom none of this work would have been possible. Thanks are due to: the Preston Care and Repair staff, especially Laura Pollaro for her patience and perseverance throughout the evaluation, and the handyperson team; Rita Newton University of Manchester and Dr Rachel Russell for their invaluable help with independent data verification and comments about methodology; Valerie Little, retired Director of Public Health, for her critical thinking and constructive comments; and to the Tudor Trust, who are supporting Care & Repair England's Catch 22 evidence development programme. Special thanks are due to the older people who gave up their time to fill in forms and be interviewed - they are the inspiration underpinning this report.

### About Care & Repair England

Care & Repair England is an independent charitable organisation (Registered Society 25121R) which aims to improve older people's housing. It believes that all older people should have decent living conditions in a home of their own choosing. It innovates, develops, promotes and supports practical housing initiatives (including information and advice) & related policy and practice which enable older people to live independently in their own homes for as long as they wish, particularly for older people living in poor or unsuitable private sector housing. Its 'Silverlinks' programme supports improved decision making in later life.

[www.careandrepair-england.org.uk](http://www.careandrepair-england.org.uk) [info@careandrepair-england.org.uk](mailto:info@careandrepair-england.org.uk)

### About Preston Care and Repair

Preston Care and Repair is an independent home improvement agency with charitable status (Registered Society 27847R). It was established in 1993 to support older, disabled and vulnerable people in the Preston area. Over the past 20 years, it has grown to cover Preston, South Ribble, West Lancashire and Chorley. It provides practical help and support with all aspects of being safe, secure, warm and independent including home repairs, adaptations and improvements as well as independent advice and information.

[www.carerepair.org](http://www.carerepair.org) [info@carerepair.org](mailto:info@carerepair.org)

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'Small but Significant' examines the impacts and cost benefits of 'handyperson services' – low cost schemes which carry out small repairs and minor adaptations for older people, primarily delivered by not for profit Care and Repair and other home improvement agencies.

The report is relevant to policy makers, service planners, commissioners and providers, examining:

- Strategic considerations, driving forces and current evidence of impacts in relation to handyperson services
- In depth evaluation of the example of Preston Care and Repair handyperson service, including analysis of outputs, outcomes and volunteer involvement
- Cost benefits, Return on Investment, and wider impacts, particularly utilising evidence about falls prevention

### Why handyperson services?

Handyperson services offer a coherent policy response to the growing challenge of enabling increasing numbers of lower income, older people to live independently, safely and well in their own homes for longer.

### Value to the NHS, Public Health and Social Care

Handyperson services play a critical role in the health and care integration and prevention agendas.

Handyperson services are particularly adept at reaching 'older old' (80yrs+), more vulnerable groups, particularly the rising number of older single women living alone, often with chronic long term health conditions, reducing mobility and sight loss.

These later life physical changes impact on older people's ability to live safely and well at home. However, minor adaptations and small repairs (e.g. grabrails, improved lighting, home hazard removal etc.) can make an enormous difference to improved well being and extending independence at home in later life.

For every £1 spent on the handyperson service the saving to health and care is £4.28 (based on savings that result solely from falls risk reduction and not including many of the other impacts and wider fiscal and social benefits e.g. improved wellbeing, reduced anxiety).

Handyperson services contribute to achievement of a range of health and care policy objectives and targets:

For NHS and Public Health

- improve older people's physical health (e.g. preventing falls and accidents in the home)
- improve mental health and wellbeing (e.g. through reducing worry and anxiety)
- prevent/reduce risk of health acute episodes and unplanned hospital admissions
- reduce GP visits/calls on other health professionals' time
- reduce risk of delayed transfers of care/enable care at home

For Social Care

- extend safe, independent living
- delay/prevent admission to residential care
- reduce care and support needs
- improve wellbeing and quality of life

- Falls risk was reduced for 37% of the older people who had work carried out by the Preston Care and Repair handyperson service.
- Improved wellbeing was a key outcome for 90% of older handyperson service users

## Value to older people

Successive studies have shown that handyperson services are exceptionally highly valued by older people.

Most older people have a strong emotional attachment to their home and wish to remain living there, safely and independently, for as long as possible. The vast majority of older people are now home owners (76%) with more low income owner occupiers than ever before.

Finding trustworthy traders who will carry out small repairs and adaptations, and paying for such essential work, causes many older people a great deal of worry and stress. Handyperson services run by Care and Repair agencies alleviate that anxiety.

- 96% of older people said that the Preston Care and Repair handyperson service made them less worried about their home
- 100% of older people said that they would use the service again and would recommend it to others
- 77% said they would not have jobs done if the handyperson service was not there due to worry about finding a trustworthy builder.

Even though many older people are very reluctant to ask for help, particularly from the statutory sector, evidence shows that they are far more willing to use practical services that enable them to remain in their own homes '...(accessing the) handyperson service is not necessarily seen as 'weakness' or as the 'first step on the road to dependence' but rather as a strategy to maintain independence' (Brannell et al, 2005).

## **In conclusion**

There is a strong policy drive to encourage greater integration and partnership working across sectors, particularly with regard to prevention and extending healthy, independent later life. As this report highlights, older people identify handyperson services as a very important resource to enable independent living at home.

The impacts of handyperson services straddle health, housing and social care aims and objectives. They offer a highly cost effective solution with significant cost benefits and a high rate of return on investment, both financial and social.

Part 1  
Part 2  
Part 3  
Part 4  
Part 5



## Part 1: Handyperson Services

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### The Context

The House of Lords' Report '*Ready for Ageing?*' concluded that the country was '*woefully underprepared*' for demographic change.

One area where there has been a limited policy response to population ageing concerns housing and housing related services.

The potential housing impacts of two of the main social changes of the past half century - increased life expectancy alongside the rise of low income home ownership - have been particularly neglected.

There have been few innovations in terms of policy and service provision to deal with issues faced by the increasing number of older, low income owner occupiers. The only source of national government funding to address housing disrepair in the private sector housing ceased in 2010.

Being able to afford and organise repair, maintenance and adaptation of the home is especially difficult for those living on a low pension and potentially facing declining capacity e.g. reducing mobility, sight loss or frailty. The problem is even greater for the growing cohort of 'older old' (80+yrs) women living alone.

The one innovation that has addressed this social change is the emergence and subsequent expansion of home improvement agencies (HIAs) which, since the late 1970s, have delivered targeted, practical housing help with repairs and adaptations for low income owner occupiers, particularly older and disabled people.

HIAs were also the pioneers of 'handyperson services', often directly employing multi-skilled builders to carry out a wide range of small repairs, adaptations and 'odd jobs' for disadvantaged older people at low/no cost.

These services both help to prevent deterioration of the housing stock and also play an important role in extending safe, independent living at home amongst this growing older population.

### **What is a handy person service?**

'Handyperson service' is a general term used to describe the direct provision of affordable help with small jobs around the home. Most commonly these works include: *small repairs to the fabric of the dwelling (e.g. to doors & windows), minor adaptations (e.g. grab rails), 'odd jobs' (e.g. putting up curtain rails & shelves), home safety checks with remedial actions e.g. installing a second handrail on stairs, securing loose carpets), security measures (e.g. lock replacement, anti-intruder lighting).*

Most handy person services operated by home improvement agencies are targeted at lower income households, particularly older and disabled people, and predominantly (but not exclusively) for those living in the owner occupied sector.

In order to offer a low cost, targeted service to those on limited means/ with particular problems most providers have to seek funding from a large number of sources - Local Authority (Housing and Social Services), NHS, Charitable Trusts etc and now report that this is becoming increasingly challenging.

*More details about Handyperson Service definition are included in Part 2.*

## **Ageing Population and Housing - Facts and Figures**

The vast majority of older people (96%) live in ordinary housing (i.e. homes not specially built for older people) and today three quarters of older households are owner occupiers (76%), compared with half of households in the 1970's (DCLG, Annual).

Most older people like where they live, with 94% satisfied with their current home and neighbourhood (DCLG, 2016). The housing aspiration of the majority of older people (around 80%) is to live independently and well at home, predominantly in their current home, for as long as possible (Lloyd, 2015, and Ipsos MORI, 2015).

Social Services and the NHS also wants this ageing population to live independently, safely and well at home for longer, reducing demands on health and care services. A decent, suitable home can help to delay or prevent the need to move into residential care, reduce risks to health (e.g. enable self management of long term conditions, prevent falls etc), facilitate swifter discharge to home after hospital treatment and reduce rates of readmission.

A body of research (DCLG, 2016) has identified a causal link between housing characteristics/defects and occupants' health, with a quantifiable increased risk of home accidents (especially falls), cardiovascular disease, respiratory diseases, and poor mental health.

Over 4 million older people have a long term limiting illness (40% of the 65yrs and over age group). In order to achieve the aspiration of more older people living well at home for longer in later life it is crucial to ensure that homes are fit for ageing i.e. places that are safe, secure, warm and accessible.

The combined social changes of longer life expectancy and the large rise in low income owner occupation during the 1980s & 90s means that many older home owners now live on limited incomes and the affordability of home repairs and maintenance is a growing issue. In addition to the problem of affordability, anxiety about finding a trustworthy contractor who will charge a fair price is widespread amongst older people.

There are indications that this concern about affordable, reliable builders is particularly acute amongst the large and rising population of single 'older-old' (80yrs+) women, a sub-group most likely to be living on low incomes (Platon Timos et al, 2015). This cohort is also potentially more prone to financial fraud and exploitation, particularly where individuals are isolated.

The population over 75yrs in the UK is projected to double in the next 30 years, but the number of people over 85yrs is predicted to more than double in the next 23 years to over 3.4 million (ONS, 2015).

As health and care needs increase with age, making sure that the homes of 'older old' people are warm, safe, secure and suitably adapted, will have a significant positive health impact.

In this context handy-person services play a key role in achieving the shared personal and policy aspiration of extending safe, independent living in later life. They offer affordable, trustworthy, practical help to repair, maintain and adapt the home, particularly for lower income and/or vulnerable older households.

## Prevention, Prevention, Prevention

The NHS Five Year Forward View called for 'a radical upgrade in prevention' and the expansion of evidence-based action (NHS England, 2014)

The Care Act 2014 emphasised the need to focus on promotion of people's independence and well-being. Both the Care Act 2014 and its associated Guidance (DH, 2014) refer to the importance of prevention, the pivotal role of housing in general, and home repairs, adaptations and handy-person services specifically.

### Extracts from Dept of Health Care & Support Statutory Guidance (2014)

2.1 *It is critical to the vision in the Care Act that the care and support system works to actively promote wellbeing and independence, and does not just wait to respond when people reach a crisis point. To meet the challenges of the future, it will be vital that the care and support system intervenes early to support individuals, helps people retain or regain their skills and confidence, and prevents need or delays deterioration wherever possible.*

Handyperson services are cited as a specific example of preventative/early intervention services that can reduce needs, noting handyperson and adaptations services as specific examples:

2.7. These are more targeted interventions aimed at individuals who have an increased risk of developing needs, where the provision of services, resources or facilities may help slow down or reduce any further deterioration or prevent other needs from developing. Some early support can help stop a person's life tipping into crisis...

2.8. Early intervention could also include a fall prevention clinic, adaptations to housing to improve accessibility or provide greater assistance, handyman services...

Evidence, published as an infographic by the Kings Fund & Local Government Association *Making the Case for Public Health Interventions* (Kings Fund, 2014), concluded that every £1 spent on improving homes saves the NHS £70 over 10 years.

There is a solid evidence base (Nicol et al., 2015) concerning the housing impacts on many of the most common long term conditions, including respiratory disease, COPD, arthritis & mental health problems, whilst the risk of acute episodes, such as incidence of stroke, heart attack, fractures, is significantly increased by housing factors, such as excess cold and the presence of falls hazards.

The Building Research Establishment have modelled the costs of inadequate housing to health services based on detailed analysis of home hazards. The annual cost of poor housing to the NHS is conservatively estimated to be £1.4 billion p.a. (Nicol et al., 2015). Nearly half of this cost to the NHS, £624 million in first year treatment costs, results from the impact of poor housing amongst older households (55yrs+) (Garrett & Burris, 2015).

In the Public Health field, housing is acknowledged as a key wider determinant of population health (Marmot, 2010), particularly the physical and mental health impacts of cold homes and accidents, and especially falls.

## Older People's Housing Conditions

Most non-decent homes are in the owner occupied sector and the latest English Housing Survey Headline Report for 2016 to 2017 (DCLG, 2018) reveals that for the first time in more than a decade the number of non-decent homes in the owner occupied sector has increased, up from 2,694,000 in 2015 to 2,912,000 in 2016, nearly a fifth of the private sector housing stock.

The majority of those living in non-decent owner occupied homes are older people, particularly those with disability or long term health conditions. In our last analysis of the EHS non-decent homes data by household age, some 1.2 million (21% or one in five) of households aged 65 years or over lived in a home that failed to meet the Decent Homes standard in 2012 (Adams, 2016).

The main (but not the only) reason for homes failing the Decent Homes standard is the presence of a Category 1 hazard. The two commonest Category 1 hazards are falls risk and excess cold.

- *The vast majority (79%) of households aged 65 years or over who are living in a non-decent home are owner occupiers (934,000 households).*
- *Most (78%) of older people with long term illness or disability living in a non-decent home are owner occupiers.*
- *731,000 households aged 65 years or over live in a home with a Category 1 hazard, 85% of these (619,000) in owner occupied homes.*

This concentration of hazards in the homes of older people living in owner occupied housing is of key importance when planning and delivering preventative housing measures, including handyperson services.

Such services need to operate across tenures if they are to contribute effectively to reducing a range of health risks, including preventing falls and supporting safe, timely hospital discharge, all of which impact on NHS costs.

Handyperson services which are addressing housing disrepair and adaptation not only reduce risk through removal of home hazards, they also:

- *Impact on mental as well as physical health risk.*
- *Affect carers' ability to care.*
- *Can fundamentally influence older people's ability to live independently, safely and well at home.*

## **Prevention of falls in the home**

Falls, the majority of which take place in older people's own homes, are the most common cause of injury and subsequent death in the older population.

For the NHS, falls are high volume and costly, whilst for individuals the impact is often life changing.

Around a third of all people aged 65 and over fall each year, increasing to half of those aged 80 and over (NICE, 2013).

A&E departments treat a disproportionate number of older people, particularly those aged over 70, who have fallen in their home. There are 255,000 falls-related emergency hospital admissions in England per year among people aged over 65.

Hip fracture is the most common serious injury in older people - 65,000 presented to hospitals in UK in 2016 (Royal College of Physicians, 2017).

The total cost of fragility fractures to the UK has been estimated at £4.4bn, which includes £1.1bn for social care. Hip fractures account for around £2bn of this sum (Svedbom et al 2013).

Falls and fractures often result in loss of confidence and independence, at worst, in frailty and death. More than 4,500 people in England over the age of 65 were recorded as having died as a result of a fall in 2015 (ONS 2015). A recent Royal

College of Emergency Medicine and RoSPA joint publication about action to prevent falls comments that:

*'This is very much the tip of the iceberg as falls, although not necessarily the cause of death, can result in significant decline in health, contributing to many more deaths than this figure implies.'*

*'Falls impact on older people's mental as well as their physical health. There is increased prevalence of fear of falling among older people who have fallen and this can result in activity avoidance, social isolation and increasing frailty – all factors that can increase someone's risk of falling.'*

Source: RoSPA and Royal College of Emergency Medicine (RCEM) (2017) Action to Prevent Falls.

A Cochrane review (Gillespie et al, 2012) 'looking at the effectiveness of various interventions in the prevention of falls among older people living in the community' concluded that home safety assessment and modification interventions were effective at reducing the rate and risk of falls.

NICE recommends that older people who have received treatment in hospital following a fall should be offered a home hazard assessment ... 'followed by necessary safety interventions/modifications' (NICE, 2016).

Reduction of hazards in the home, alongside medication review and strength/balance exercise programmes, all play a role in falls prevention. Handyperson services are a critical element in the mix as they can undertake home safety checks and crucially carry out the necessary remedial measures to remove hazards/reduce risks.

Handyperson services are also an important way of reaching older people and removing home hazards prior to a first fall/injury.

As the RCEM/ RoSPA document notes, 'in many areas Falls Strategies ... focus on the response when a person first enters the healthcare system after a fall. This may be too late for those who never fully recover from their original fall and are more vulnerable as a result'.

Falls reduction is an important Outcome for Public Health delivery, with rates of hip fracture a key indicator (PIIC Outcomes Framework, 2016).

The definitive national Falls & Fracture Consensus Statement (PHE, 2017), is published by Public Health England and was developed by a broad range of organisations (the National Falls Prevention Coordination Group). This Consensus Statement recommends that falls prevention interventions should form part of a whole system approach. Such a system should include assessing risks in home environments with remedial measures to reduce risk, noting that these '... can be carried out by home improvement and handyperson services'.

## Evidence of impacts of handyperson services

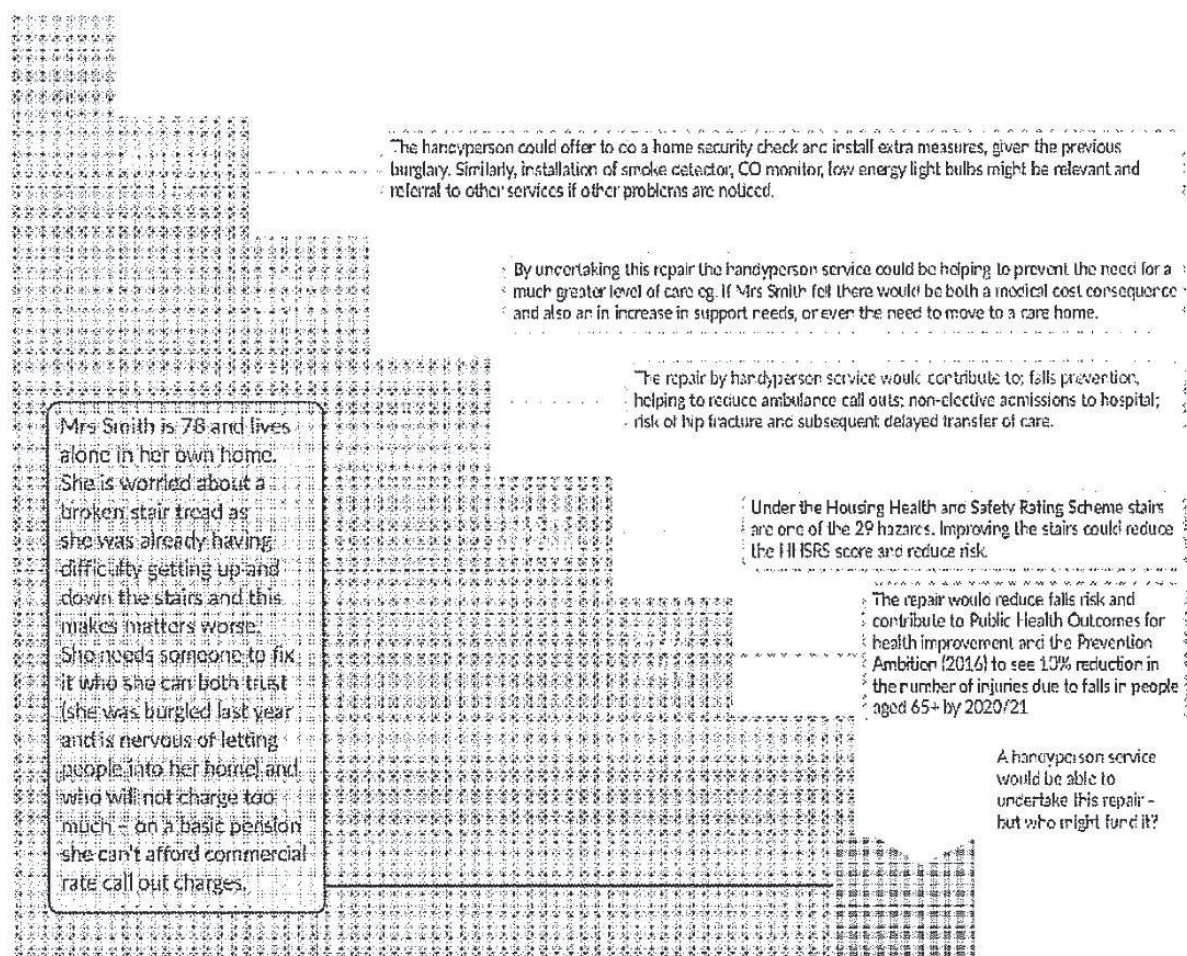
A review of 25 years of published and grey literature about handyperson services reveals a considerable level of documentation setting out the rationale for and characteristics of services. These include analysis of outputs, outcomes and individual case study descriptions published predominantly by service providers, alongside a number of independent evaluations, including one major government evaluation (CLG, 2012).

The body of work focuses on:

- i) Modelled potential impacts on third parties, primarily cost benefits resulting from avoidance of expenditure that might otherwise have been incurred e.g. costs to the NHS
- ii) Self reported impacts on individuals e.g. perceived sense of safety, security, wellbeing
- iii) Impacts on the property e.g. prevention of deterioration of the home (far fewer studies)

Below we consider the main findings under the first two headings.

Figure 1: Illustration of third party impacts of handyperson job for older person



## **i) Modelling impacts on third party expenditure**

Underpinning much of the evidence concerning cost benefits of handyperson services is data on the likelihood of an adverse event being avoided (e.g. reduced risk of a fall, hospital admission, loss of function etc) as a consequence of the housing intervention.

Cost benefits have been calculated based on the resulting economic, clinical and social impacts of such an event being prevented, focussing on health and care costs avoided if that adverse event does not take place.

In particular, avoidance of costs to the NHS has been a major focus, partly because these costs are so high e.g. hospitalisation, hip fracture, ambulance call outs etc. In addition, there is a nationally agreed tariff of NHS intervention costs linked to particular incidents e.g. falls & fractures, making it possible to model potential savings.

One of the challenges for such risk reduction approach is attribution. The building works undertaken by a handyperson for an older person may involve a number of jobs in the home, or may be part of multi-factorial intervention by the home improvement agency (e.g. income maximisation, introduction to opportunities to socialise, referral to other services as well as help to undertake larger scale building works in the home etc). Consequently, the majority of evaluations, including the government commissioned Toolkit described below, take a very conservative approach to estimating risk reduction and resulting cost savings.

The main cost benefit model applied to handyperson services to date is the Handypersons Financial Benefits Toolkit (the Toolkit), commissioned by Communities and Local Government (CLG, 2010) following the large scale investment in the expansion of handyperson services in 2009. This toolkit identifies the following as benefits of handyperson services:

- **For the public purse**

*Handyperson services can be part of the preventative agenda and help maintain independent living. The financial benefits can include reduction of falls (with benefits to both social services and healthcare), reduction of burglaries, improved or maintained independent living and reduced use of social care. Un-costed benefits include improved confidence in the tackling of crime and anti-social behaviour and on improving access to other appropriate services.*

- **For individuals, their families and communities**

*Handyperson services provide a number of benefits. In addition to the benefits outlined above (which also benefit individuals), these benefits include improved or maintained well-being and quality of life, reduced fuel poverty, and reduced risk of injury or death from fires. Handyperson services are often quoted by older people as being the 'little bit of help' to do things that 'you cannot do including new bulbs in overhead lights ... tap washers' in their homes, and are highly valued.*

The methodology underpinning the creation of the Toolkit was consistent with that developed for the Supporting People Financial Benefits Model. It used conservative assumptions, setting out a synopsis of the available evidence and detailing how this was used to build the model.



## The Housing Health and Safety Rating System

A further well established framework of modelling cost benefits to the NHS resulting from housing interventions is based on the work of the Building Research Establishment (BRE) utilising their national evidence-based Housing Health and Safety Rating System (HHSRS). Applying this system of analysis of the impacts of 26 home hazards BRE have produced a cost benefits model showing payback periods for reducing the incidence of these hazards (see table below). Again, falls at home appear as the most common hazards which, if remedied, have some of the shortest payback times.

**Figure 2: The cost and benefits to the NHS, of reducing HHSRS Category 1 hazards to an acceptable level for households aged 55 or more**

(Source: Garrett H & Burris S, (2015) Homes and ageing in England, Building Research Establishment)

Hazard	Number of dwellings	Cost (£)	Benefit (£)	Payback period (years)
Excess cold	689,666	£4,344	£2,995,907,903	6.78
Falls on stairs	467,776	£989	£462,535,027	6.46
Falls on the level	197,177	£792	£156,129,838	4.50
Falls between levels	93,723	£1,134	£106,290,746	6.07
Fire	33,325	£4,115	£137,132,934	10.78
Collision and entrapment	27,664	£592	£16,369,553	2.78
Falls - baths	36,013	£486	£17,487,933	2.41
Damp/mould	11,385	£7,523	£85,653,060	25.75
Hot surfaces	55,985	£1,871	£104,731,366	13.31
Leak	41,927	£1,677	£70,306,239	13.53
Entry by intruders	11,576	£1,180	£13,665,167	4.24
Radon	63,518	£1,127	£71,568,454	13.43
Sanitation (Personal hygiene)	20,138	£1,119	£22,539,641	9.65
Food safety	15,373	£961	£14,781,003	8.29
Pests (Domestic hygiene)	13,442	£709	£9,531,479	5.91
Overcrowding	509	£16,748	£8,524,561	174.17
Noise	1,230	£1,137	£1,398,960	4.00
Carbon monoxide	3,751	£508	£1,907,042	5.24
Structural collapse	1,169	£288	£336,667	3.35
Electrical problems	2,692	£2,111	£5,681,466	15.78
Ergonomics	3,288	£470	£1,544,131	3.91
Uncombusted fuel gas	2,246	£523	£1,175,477	5.53
Lighting	0	£0	£0	0.00
Water supply	0	£0	£0	0.00
Excess heat	0	£0	£0	0.00
Explosions	0	£0	£0	0.00
<b>All dwellings with a Category 1 hazard</b>	<b>1,431,482</b>	<b>£2,990</b>	<b>£42,796,287,929</b>	<b>6.86</b>

Note: The total number of dwellings with a Category 1 hazard is different to that provided in the 'Poor housing as assessed by the HHSRS' section. The above cost of poor housing model uses EHS 2010-2011 data.

## ii) Self reported impacts: Delivering what older people want and value

A series of influential studies undertaken during the early 2000's underpinned a rethink of services for an ageing population based on extensive engagement with older people themselves. These included the work of the Audit Commission, *Older people-Independence and well-being* (Audit Commission 2004), and the Joseph Rowntree Foundation's *Older People's Inquiry* (JRF, 2004)

The follow on report, *That little bit of help* (JRF, 2005) which was shaped by the JRF Older People's Steering Group, identified a 'Bakers Dozen' of low level services that older people gave the highest priority to as being key to retaining independence and control over their lives. Ranked number one in that list was a 'handy-help' service.

One of the few academic studies of handyperson services is an in depth examination of a local voluntary sector handyperson service run by Broadening Choices for Older People (BCOP) in Birmingham (Brannelly et al, 2005). This evaluation concluded that;

*... (accessing the) handyperson service is not necessarily seen as 'weakness' or the 'first stop on the road to dependence' but rather as a strategy to maintain independence.'*

The report's conclusions accord with other analyses of handyperson service user feedback (Adams, 2006) i.e. that the majority of service users are older people who receive no other help and most would refuse any contact with statutory services.

Thus the literature shows that by delivering what older people themselves prioritise, handyperson services provide practical support in a way that does not threaten but enhances older people's sense of independence and control.

## National handyperson programme evaluation

A major injection of national government funding to boost handyperson service provision followed the publication of the Government's Strategy for Housing in an Ageing Society, 'Lifetime Homes, Lifetime Neighbourhoods' (CLG, 2008). A payment was made to every housing authority in England to support handyperson provision – either to stimulate introduction of such a service or to enhance existing provision.

The resulting handyperson service expansion was subsequently independently evaluated (CLG, 2012) using data collected from service providers, including those using the Handypersons Financial Benefits Toolkit described above. The evaluation concluded that:

- *Based on conservative modelling assumptions, the benefits achieved by the handyperson programme outweighed the costs of providing the programme by 13%.*
- *Financial benefits of handyperson services could be significantly greater than this indicative level because the scope of the modelling was limited to benefits for which a financial value could be attributed.*
- *Benefits such as improving older people's independence, quality of life and sense of wellbeing can also be achieved, but are not quantified in the model.*

The overarching conclusion of the evaluation was that:

*This evaluation of the DCCG Handyperson Programme has shown that handyperson services are assisting large numbers of older, disabled and vulnerable people to live independently in their own homes for longer in greater levels of comfort and security.*

*They offer an important safety net for older people, and they also enhance the effectiveness of health and social care provision through the delivery of often very simple and very low cost interventions.*

*Services are consistently highly rated by people who use them, and they are valued for their trustworthiness, reliability, quality, and crucially for the skills and respectful attitudes of the staff.*

## **The Evidence Challenge**

Much of the handyperson benefits modelling to date has aimed to quantify savings to healthcare. As the NHS becomes a key driver in the integrated commissioning of services which straddle health, social care and (to a lesser degree) housing, a higher standard of evidence of impact is required.

The preferred evidence in the medical field is a Randomised Control Trial (RCT), the 'gold standard' which is applied almost universally in pharmaceutical trials.

As noted above, reports modelling impacts in the case of handyperson services, whilst useful, have been subject to challenge e.g. with regard to attribution of effects from a specific intervention, particularly where there are multifactorial interventions.

Using RCTs in the case of housing interventions, including handyperson services, can be problematic for a number of reasons, not the least of which is ethical considerations e.g. withholding 'normal' provision of a service that would otherwise be available to an older person would be unacceptable.

There has been a lack of academic interest in developing more in depth research proposals in this field, as well as an issue with regard to securing funding from the main academic research councils for such 'cross-over' research which straddles the interests of health, social care and housing.

In a recent international literature review specifically concerning the impacts of home adaptations carried out in older people's homes, no UK studies were identified that met the stringent academic criteria (Centre for Ageing Better, 2017).

However, the review did identify robust academic studies from around the world, including an RCT in New Zealand (Keali et al, 2015) which provides useful indications of the impacts of small scale, physical alterations to homes (of a type which a UK handyperson service might typically undertake) specifically to reduce falls risk.

Keall et al carried out a three year RCT based on a sample of over 800 people (not all older people) living in similar properties and in receipt of welfare benefits. Half of the sample received a standard package of minor home modifications (including handrails for outside steps and internal stairs, grab rails for bathrooms, outside lighting, edging for outside steps, and slip-resistant surfacing for outside areas) at the start of the trial, the other half had to wait three years.

Because of the nature of the trial, there was a fairly standard package of relatively low cost modifications installed at an average cost of \$850 (c.£375).

The home modifications led to a 26% reduction in injuries attributable to home falls that needed medical treatment. Injuries specific to the home modification intervention were reduced by 39%.

## In Conclusion

Handyperson services continue to fit well into the policy landscape, particularly with regard to the NHS focus on prevention and current pressing concerns about reducing non-effective admissions/use of A&E/delayed transfers of care, as well as Public Health aims to reduce falls and extend healthy life expectancy.

Handyperson services also fit in well with the stated overarching aims and objectives that underpin the Care Act 2014 (prevention, well-being, independence, choice and control) and have a useful role to play in terms of the current focus on reducing use of expensive residential care.

What comes through consistently in the body of literature on handyperson services is the high value that older people themselves (particularly for people of limited financial means) place on having access to independent, trusted, affordable handyperson services.

What remains challenging for providers is securing funding to deliver the generic, multi-job type handyperson services that older people want and need; particularly at a time of major financial constraints in local authorities.

Handyperson services remain marginalised, tending to fall between the cracks at a policy and commissioning level, perhaps partly because they are a practical housing intervention but the cost benefits mainly impact on health and social care.

Handyperson services clearly warrant further academic research to quantify impacts, particularly with regard to meeting policy aspirations to integrate health and care services.

*It is within this context that we now describe Preston Care and Repair's handyperson service, the linked innovations and evaluation of service impacts.*

## Part 2: Preston Care and Repair Handyperson Services

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### Evaluation

Preston Care and Repair is an independent, charitable home improvement agency established in 1993. It delivers a handyperson service in four Lancashire Boroughs – Preston, South Ribble, Chorley and West Lancashire.

In the face of funding changes it wished to find new ways to continue to offer a broad spectrum, low cost handyperson service to older people with limited financial means. It also wanted to strengthen the evidence base concerning service impacts.

Through a partnership with Care & Repair England funding was secured from the Rayne Foundation to provide the broad based service for disadvantaged older people, partly through developing input from volunteers, and to evaluate the resulting outcomes.

### The Preston Care and Repair Handyperson Service

In the case of Preston Care and Repair one of the drivers for this evaluation and the associated handyperson service developments supported by the Rayne Foundation, was a change to the range of handyperson job types that could be undertaken (and hence funded) under the terms of a revised County Council contract.

Whereas previously the agency had been able to offer a very wide range of jobs at no or low cost, a new 'Healthy Homes' service contract had a more defined target group (*adults with a long term condition that affects mobility in the home and/or registered disabled; for people where the work prevents hospital/residential care home admission or facilitates hospital discharge*) and a specified list of eligible works that fitted within a defined 'Healthy Homes Assessment I'.

For jobs/people that did not meet the new criteria the agency introduced a charged-at-cost handyperson service, but it still wished to be able to assist those who could not afford this option.

The Rayne Foundation grant helped to reduce the cost of the charged for service for those with limited means, including providing some work at nil cost. This enabled the agency to continue to maintain the offer of practical help with the widest possible range of small jobs that older people themselves identified as being important to them. The grant also supported the trial of working with skilled volunteers to undertake minor repairs and 'odd jobs'.

With regard to evaluating the wider Preston Care and Repair handyperson service, the introduction of the *Healthy Homes Assessment* for all clients is of particular relevance. All staff who visit service users are now trained to undertake this in depth assessment of risks in older and disabled people's homes, and to offer the necessary remedial measures as part of the handyperson service. This systematic, preventative approach is particularly important in terms of the recording of outcomes of interventions and also in modeling of cost benefits as it provides a more reliable assessment of risk, and hence potential risk reduction, than has been the case in other handyperson service reports.

## 1. Defining a handyperson service

1.1. A handyperson service, in the context of this report, is the term used to describe the direct provision of practical housing help from multi-skilled staff who undertake a wide range of small repairs, maintenance and minor modification/adaptation jobs in the homes of older (and sometimes younger disabled) people, predominantly (but not exclusively) for those living in the lower income, owner occupied sector.

1.2. The parameters of work undertaken by a handyperson service varies across the country, but would typically include some or all of the following:

*Small repairs to the external fabric of the property (e.g. doors, windows, guttering etc); small repairs to the internal fabric of the property (e.g. bathroom fittings/sealants, kitchen fittings, stairs, door furniture etc); specific risk reduction repairs/modifications (e.g. grab rail installation, securing loose carpets, replacing light bulbs/improved lighting, bed and chair raisers, fit key safe, ramps etc); improved security installations (e.g. door/window locks, spy holes, security light etc); improved thermal standards (e.g. draught proofing, bleed radiators/install improved controls); 'odd jobs' (e.g. minor plumbing, fix cupboard doors, move furniture, repair gate/fence etc). Some undertake limited garden/external works (e.g. level uneven paths, repairs to outbuildings such as garages & sheds, cutting back overgrown shrubs that impede access to property etc).*

1.3. The range of works undertaken by a handyperson service will be determined by the funding that can be secured to pay for the service (e.g. some handyperson services are contracted primarily to undertake falls prevention measures); local policies and priorities; gaps in local provision (e.g. shortage of affordable tradespeople willing to do small jobs); locality characteristics (e.g. prevalence of low income, lower equity home ownership, condition of housing stock etc); and operational limitations e.g. specific skills of employees, insurance, regulation (e.g. health and safety contractor registration requirements such as for gas and electrical works).

## 2. Local Context

2.1. Preston Care and Repair is an independent home improvement agency with charitable status established in 1993 to support older, disabled and vulnerable people in the Preston area. It has subsequently expanded its area of operation and some of its services now extend to South Ribble, West Lancashire and Chorley. Preston Care and Repair provides practical help and support with all aspects of being safe, secure, warm and independent at home, including home repairs, adaptations and improvements, as well as offering housing related independent advice and information.

- 2.2. In 2015 Lancashire County Council introduced a new commissioning arrangement for home improvement agencies and handyman services operating across the county, described as the Integrated Home Improvement Service. This included a change from funding for the general handyman services which were delivering a wide range of practical minor repairs and small adaptations and available to most older and disabled people, to a more tightly defined contract for a Healthy Homes Service. This new service was specifically aimed at people who had a long term health condition that affected their mobility in the home; and/or were registered disabled; and/or where works prevented immediate/likely hospital or residential care admission; and/or facilitated hospital discharge.
- 2.3. Preston Care and Repair created an at cost, paid for service available to people who did not meet the new eligibility criteria, but they were keen to find ways to help those who could not afford this. They had a hardship fund to enable them to waive costs in some instances, but the Rayne Foundation funding enabled them to do a wider range of jobs at no charge for those older people who fell outside the new Council contract criteria.
- 2.4. Prior to the Rayne Foundation supported initiative the agency had not worked with volunteers and so the support from Rayne also enabled them to develop this area of activity, including putting in place the necessary insurances, procedures and systems, devising a wide range of volunteering policies, creating new risk assessments etc.

### 3. Evaluation Methodology

The project adopted a mixed methods approach.

#### MEASURING OUTPUTS

- 3.1. The evaluation assessed achievement of the output target set for the number of handyman jobs completed in connection with the Rayne Foundation initiative as well as measuring overall outputs in terms of number of older people helped and jobs completed (noting that in addition the agency assists younger disabled people/families with disabled children but this activity fell outside this evaluation).
- 3.2. The output was measured using the existing routine client recording and job completion data collection systems that were already in place in Preston Care and Repair, with some minor system amendments. This monitoring arrangement enabled assessment of progress towards meeting the minimum Rayne Foundation funding output target of:
  - *At least 400 older people receive handyman help with repairs and adaptations.*

3.3. Quarterly reports with quantitative and qualitative data were submitted by Preston Care and Repair, and assessment visits were made to the agency to discuss progress and any emerging issues/findings. This enabled evaluation of the success or otherwise in terms of the Rayne Foundation funding target:

- *Volunteers will be recruited and retained to carry out work as part of the handyperson team.*

## **MEASURING OUTCOMES**

3.4. The intended Outcomes for the Rayne Foundation supported initiative with regard to the impacts of the handyperson service on older people were:

**OUTCOME 1.** *More older people are able to live safely, securely and well in their own homes.*

**OUTCOME 2.** *Older people who wish to live independently in their own homes have a better quality of life.*

3.5. The project was able to draw on academic advice with regard to the outcomes evaluation methodology. The mix of quantitative and qualitative methods included:

### **i. Analysis of the case / job database records for all jobs completed**

Existing data collection systems were already in place to identify main job type outputs, as well as outcomes for beneficiaries, for every handyperson job completed. Job sheets and database records noted the categories of work carried out (e.g. security, falls hazard removal, minor adaptation/general repairs etc.) as well as describing the exact work undertaken and the characteristics of the service user.

For most service users a detailed 'Healthy Home Assessment' form is completed which gathers a wide range of data about the person, their home, health, wellbeing, safety, security, needs and circumstances. A database is used to record the outputs and outcomes that are recorded on the job sheets, client records, assessment forms and feedback forms. This level of pre-existing data collection, with a few minor amendments, was sufficient to enable evaluation of impact with regard to the above two outcomes.

Quarterly case/job/output/outcome data reports were submitted by the agency alongside the agreed qualitative data for each quarter. The qualitative quarterly reports included submission of four short case studies.

### **ii. Interviews with staff**

Follow up visits and telephone calls were made by the evaluator to discuss progress and any emerging issues with the staff involved following the submission of the quarterly data returns. These follow up meetings included discussion of the progress towards implementing volunteer related systems, volunteer recruitment/retention, qualitative feedback about the experience of implementation of the revised data systems and the development of any changes in the operating environment that might impact on the service.



### iii. Service user sample postal survey

The existing service user feedback form was substantially redesigned with the evaluator to provide a qualitative and quantitative measure of impact on individuals through self reporting of factors indicative of health, quality of life and wellbeing, as well as gathering views about individuals' experience of using the handyman service. Half of service users (randomly selected) were sent a postal survey form with an SAE. The form could be completed anonymously, or clients could add their name/contact details alongside the option of requesting further help from the agency and/or a response to their comments.

For part of the trial period the forms were sent from and returned to Preston Care and Repair, for the remainder of the period they were sent from and returned to Care & Repair England's office in Nottingham. This enabled assessment of any difference in rates of return and service user comments if a third party was the recipient of the survey information rather than the service provider.

### iv. In depth interviews with a sample of service users

Face to face semi structured interviews with service users allowed further exploration of some of the qualitative findings and issues/findings that emerged from the postal survey. The selection of potential interviewees was carried out independently by the volunteer academic advisers. They spent a day with Preston Care and Repair assessing a range of potential interviewees whose situations were illustrative of a range of characteristics. The interviews were then undertaken by the evaluator.

## 3.6. Data Outcome verification

One of the most well researched and quantified area in connection with older people's health, and potentially avoidable health and care costs, is falls prevention. Furthermore, the national Housing Health and Safety Rating System (DCLG, 2006) provides a nationally recognised, quantified framework to assess the falls risk and associated costs for specific housing characteristics.

Falls reduction was therefore judged to be the most useful outcome to examine in more depth and to use to assess potential handyman service cost benefits.

Two volunteer independent academics (both university lecturers working in the fields of occupational therapy and accessible building design) carried out a verification exercise which involved random sampling of cases where a recorded job outcome included falls prevention. They tracked the sampled cases back through paper and electronic job records to verify the nature of the building work undertaken by the handyman and the characteristics of the client.

They applied their in depth professional knowledge about the impact of home modifications on falls risk. In all sampled cases they confirmed the recorded output i.e. that the handyman job undertaken had reduced falls risk.

### 3.7. Process

Funding for the initiative and the evaluation ran from 2016-2017.

The evaluation methodology and data collection arrangements were developed and trialled for the first 3 months of the programme. The evaluation is based on 9 months of data collection (after the trial period) from October 2016 to end of June 2017.

### 3.8. Application of cost benefit and return on investment models

The national government commissioned evaluation of handy person services (CI G, 2008) applied the 'Handypersons Financial Benefits Toolkit' to a large scale study. The evaluation concluded that, based on the Toolkit's conservative modelling assumptions, the benefits achieved by the handy person programme outweighed the costs of provision by 13%.

It qualified this finding by stating that:

*Financial benefits of handy person services could be significantly greater than this indicative level because the scope of the modeling was limited to benefits for which a financial value could be attributed.*

For this evaluation we used the most recent Return on Investment (ROI) study (PHE, 2018b) which examined falls reduction resulting from home assessment and modification (HAM). This study identified a financial return on investment (ROI) of £3.17: £1.00 and a societal ROI of £7.34: £1.00 resulting from the HAM.

The study also provided useful data about the actual levels of reduction in falls that led to hospital admission and serious falls that resulted from the home modification, which was 23% for both fall types.

This falls reduction percentage resulting from home modifications is close to that identified in an RCT undertaken in New Zealand (Keall et al, 2015) which found a 26% reduction in injuries attributable to home falls that needed medical treatment following installation of low cost home modifications.

Home risk assessment and modification to reduce risk, particularly falls, is an important element of the Preston Care & Repair handy person service, and a carefully measured outcome, and so this was selected as the main service cost benefit measure and is examined in detail in Part 4 of the report.

## Part 3: Preston Care and Repair Handyperson Service

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### Outputs and Outcomes

#### Handyperson Service Outputs

During the 9 month evaluation period 1,399 jobs were carried out in the homes of 697 older people. This is a 12 month equivalent of 1,865 jobs completed and 929 older people assisted.

*Note that the Preston Care and Repair handyperson service also undertakes similar work for other age groups and carries out specifically contracted handyperson jobs e.g. for individual Social Services cases - these jobs are additional to these output figures and are not included in the evaluation.*

40% of service users had handyperson jobs carried out within the remit of the Lancashire County Council Funded Integrated Home Improvement Service contract, a full year equivalent of 372 older people, and 60% had jobs carried out that were outside the council scheme, a full year equivalent of 557 older people.

Virtually all of the latter group paid for any materials needed for the building job, a small minority (4%) paid full job cost (i.e. including labour charge).

Volunteers were involved in delivering the handyperson service for just under 6 months of the 9 month monitoring period. During that time there was volunteer input into 134 jobs (100 solely volunteer, 34 volunteer working alongside a paid handyperson). This is a full year equivalent of 268 handyperson jobs carried out for older people involving a volunteer.

These outputs:

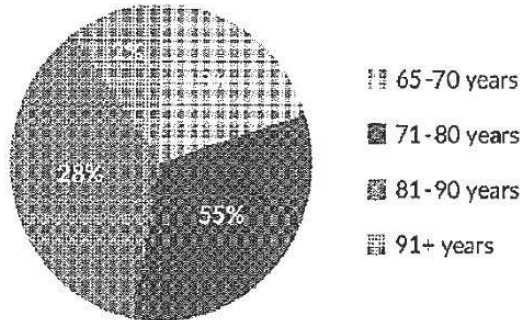
1. Exceeded the target for the Rayne Foundation of 400 older people helped in total (volunteer and non-volunteer).
2. Exceeded outputs in terms of the County Council funded Healthy Homes activity.
3. Met the target of recruiting and retaining volunteers to carry out work as part of the handyperson team.

## Characteristics of service users

### Age

Nearly half (47%) of the older people using the handyman service are over 80 years, with 10% over 90 years.

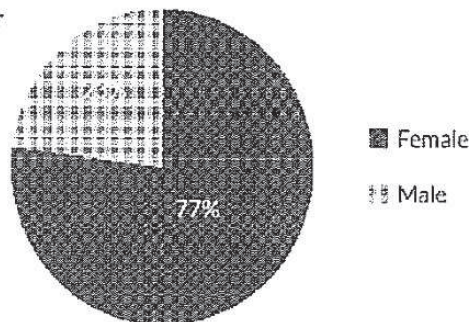
Figure 3: Service user age



### Gender

The majority of users of all of the Preston Care and Repair services, including the handyman service, are female. 77% female, 23% male.

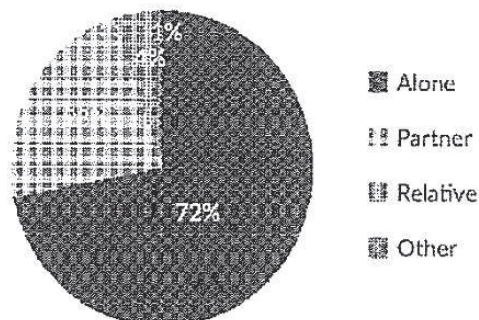
Figure 4: Service user gender



### Household composition

Nearly three quarters (72%) of the handyman service users live alone. 23% live with a partner, 4% with a relative, 1% 'other'.

Figure 5: Service user household composition



### Tenure

Whilst the handyman service provision is not tenure specific, the vast majority (79%) of Preston Care and Repair's service users are owner occupiers (4% private tenants, 13% social tenants, 4% n/k).

### Long term health condition and/or disability\*

This is not recorded for all handyman clients but where data is collected by the agency, 49% of Preston Care and Repair's service users (all service types) have a long term health condition and 46% have a physical disability (including visual and/or hearing impairment).

### Types of work undertaken by the handyman service

The monitoring system records the type of job e.g. 'General Repair', alongside the outcomes for the individual that resulted from that job.

For example, mending a broken stair tread would be recorded as a 'General Repair' output and one of the outcomes would be listed as 'Falls Risk Reduction'.

A specific falls prevention job e.g. clearing slippery ramping, would be recorded as a 'Falls Prevention Measure' and the outcome would be 'Falls Risk Reduction'. Some jobs have more than one outcome.

### Job Type - Output

Just over half (55%, 776 / 1,399) of the completed jobs in the 9 month monitoring period were classified as 'General Repairs' (noting point above that 'Falls Risk Reduction' or other health related improvement may be a recorded Outcome resulting from a 'General Repair' job).

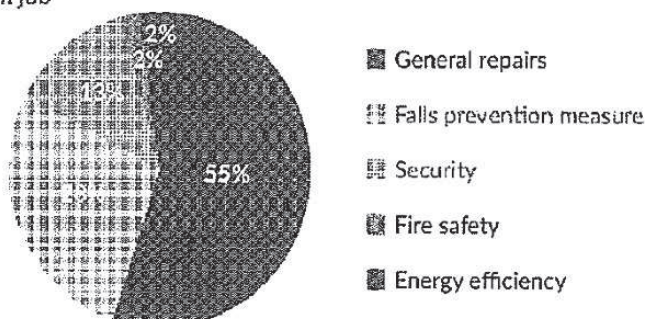
After 'General Repairs', the largest specific job type recorded was 'Falls Prevention Measure', accounting for 21% (283 / 1,399) of jobs undertaken (175 internal jobs, 108 external jobs).

A further 7% (100 / 1,399) of jobs were grab rail installations which also help to prevent falls.

Of the remainder of jobs 13% (178 / 1,399) were home security related measures, 2% (32 / 1,399) fire safety and 2% (30 / 1,399) energy efficiency. Again, there are health related / risk reduction outcomes for these categories of job.

In the case of the 'General Repairs' jobs, it was recorded that in 8% (109 / 1,399) of instances the property would have deteriorated if the repair had not been undertaken.

Figure 6: Type of handyman job



## Health and Social Care related Outcomes

*It should be noted that a job carried out by the handyperson may result in more than one outcome for the older person. More than one job may be undertaken for the person that results in a particular outcome – e.g. a Healthy Home Assessment may result in a package of measures/number of jobs being carried out to achieve the single outcome of 'falls risk reduction'.*

### Falls risk reduction

Reduced risk of falls was a key outcome for 37% of older people who had work carried out by the handyperson service.

*The impacts and cost benefits of this specific falls reduction outcome are analysed in detail in Part 4 of the report.*

### Hospital admission risk reduction/ faster discharge to home

Outcomes for 17% of older service users impacted upon their use of hospital provision, with reduced risk of hospital admission in 12% of cases and faster, safer hospital discharge an outcome in 5% of cases.

### Improved wellbeing

Improved wellbeing was the outstanding outcome of the handyperson service as this was recorded as an outcome for 90% of older service users.

### Safer, independent living

Safer, independent living was a recorded outcome for 23% of older service users.

### Reduced Isolation

Isolation reduction was a recorded outcome for 9% of older service users.

### Improved access to part of the property

Handyperson works carried out for 11% of older service users improved access to part of their property.

## Outcomes for older people – service user's views

Service user feedback was gathered using a postal survey form which was sent to half of older service users (348) of which 210 were completed, a return rate of 60%.

Survey forms could be completed anonymously or service users could choose to include their name and they also had the option of requesting further help. Some forms were sent out from/returned to the office of the evaluator (which was in a different part of the country) others were despatched from/returned to Preston Care and Repair. There was no difference in the rate of return (both 60%), nor in the levels of satisfaction/dissatisfaction/views about the handyperson provision related to the despatch/return location (all 100%).

## Quality of service

Satisfaction with the service was exceptionally highly rated.

- 100% of respondents said that they would use the service again.
- 100% of respondents would recommend the service to others.
- 100% of respondents rated helpfulness of the handyperson who undertook the work as excellent or good (99% excellent, 12% good).
- 99% of respondents rated the quality of the handyperson job(s) completed for them as excellent (85%) or good (15%) (just 1 person said that the job completed was average).

*"(The handyperson) was very polite, efficient and professional. Now we know who to call when we need help"*

*"You always know you are getting a good job done, not a botch job."*

## Affordability of service

Asked to comment on the affordability of the handyperson service, 80% rated this as excellent, 16% as good, 4% as average.

Respondents were asked whether they would have had the building job done anyway, even if the handyperson service had not been available.

- 67% replied that they would not have had the work done.
- 33% said they would have found a way to get work done.

For the 67% who replied that they would not have had the work done, reasons given were:

- 77% said they were worried about finding a good, trustworthy builder
- 48% said they could not afford to have the work carried out (at a commercial rate)
- 9% said other reason

*(note 35% gave more than one reason)*

*"Builders normally don't like small jobs so it is difficult to get anyone – or they rip you off. Two months ago a locksmith charged me £145 to repair (not replace) the (front) door lock as the key kept turning but wouldn't unlock the door."*

*"It is hard to find someone reliable and trustworthy to do odd jobs."*

## Impact on older people's wellbeing

The feedback form responses clearly indicated that for older people knowing that the Preston Care and Repair handy person was there when they needed help was an extremely important aspect of the service.

- 96% said that knowing the Preston Care and Repair handy person service was there made them less worried about their home
- 4% said it did not make a difference

The [optional] written comments on the feedback forms clearly illustrated the extent of worry about getting small jobs around the house carried out.

The outstanding feature of the handy person service that stood out from the feedback form comments is the reassurance and peace of mind that results from having Preston Care and Repair to turn to, an organisation that is trustworthy and going to help people with essential jobs in the home at an affordable cost.

From both the feedback forms and also the interviews (detailed in the next section) this emerges as the greatest perceived benefit of the handy person service from the perspective of older service users.

*'As I live on my own (with health problems) I sometimes feel vulnerable. I can trust Preston Care and Repair to send me a vetted, trustworthy worker.'*

*'I would turn to no-one else for reliability, kindness and understanding. I am a disabled 60+ lady, a widow, and feel safe with your workers.'*

*'The jobs I had done may not seem much, but I have been worrying because they didn't get sorted. Thank you.'*

*'Although these jobs were small they have been getting on my nerves - always would have managed to do most myself, but realise I can't now and am so grateful for the help.'*

*'It is good to know I can get those small jobs done by someone I can trust, as most tradesmen don't want to do small jobs. It makes me feel more independent as I have just had 2 new hips + 2 broken bones in my wrist.'*

*'I am very elderly and live alone. I find it very difficult to find trustworthy builders to do large and small jobs around the house.'*

*'Due to my health conditions doing the important small jobs was a source of anxiety. Finding Preston Care & Repair was a blessing.'*

*'Not as stressed now jobs have been done, I no longer have to worry about them.'*

*'Without the support of your service, I really would not know where to turn. I do try to do things but I suffer from very arthritic hands.'*

Appendix 2 lists further comments by service users and carers written on the feedback forms which provided qualitative information about the value and impact upon individuals for this evaluation.



The finding that a key benefit of handyman services is the relief of worry about the home, and enhancement of older people's sense of independence and control, accords with the headline conclusion of previous handyman service evaluations, noted in Part 1, including Brannely et al (2005), Adams (2006) and DCLG (2012).

## **One to one interviews with service users**

As part of the qualitative data collection semi-structured one to one interviews took place in the homes of 5 service users, plus one interview was conducted by telephone (the client's preferred option due to her husband's dementia).

### **Selection of interviewees**

Based on the characteristics of older service users and job types recorded on the database, combined with the results of the service user feedback forms, a number of issues were identified as being worthy of exploration through one to one interviews with older service users. The interviewee characteristics' criteria were:

1. Willing to be interviewed without risk of causing distress
2. Handyman job completed within last 8 months
3. Over 65yrs
4. Single householder/or carer
5. Home owner
6. Low income

Emerging issues identified from the jobs/clients database returns and the client feedback forms and which needed to be explored through interviews were:

- i) **Value/impact of handyman service as a trustworthy & reliable source of practical assistance that enables older person to feel in control of housing situation, reduces worry/stress/anxiety about the home.** This was emerging as a particularly important issue for a large sub-set of handyman service users i.e. women over 80yrs who were living alone.
- ii) **Value/impact of an 'open access' (ie not limited to referrals by statutory agencies) handyman service for repeat users - particularly for single/isolated/ lower income older home owners who have limited other sources of practical support (e.g. no/few close family members living nearby).**
- iii) **Reduced risk of fall/accident/injury/hospital admission** - this was identified as an outcome of the handyman job in a significant proportion of cases.

### **External, impartial input into selection**

To bring an external, impartial perspective to the process of identification and selection of potential interviewees the local agency staff were asked to work with the volunteer academics who acted as independent, impartial advisers to the selection process.

Together they identified potential interviewees whose profiles were indicative of the above features/issues/characteristics (due to travel and time constraints, all interviewees lived in the Borough of Preston). From this potential pool the academics then selected 6 priority interviewees with others as a fall back if some of the first 6 were unavailable/unwilling to be interviewed.

The local agency staff then contacted potential interviewees by telephone (using standardised script prompts) and then sent out an appointment letter using text prepared by the evaluator.

A single evaluator carried out all of the interviews. These were semi-structured using a standard set of open questions.

### **Interviewee characteristics**

All interviewees except one were widowed older women, all living alone in owner occupied homes.

Their ages were 65 yrs, 65 yrs, 75 yrs, 84 yrs, 90 yrs, 92 yrs.

The two youngest women faced the greatest health problems.

Four interviewees (unprompted) spoke of their experience of caring including:

- currently caring for husband with dementia
- cared for a seriously disabled husband for 20 years
- looked after husband for 16 years after he had a stroke
- looked after husband with dementia until he died

### **Findings**

#### **Aspiration to maintain independence in the current home**

During the interviews, without any prompting, all interviewees expressed a strong determination to maintain their independence and continue to live in their current home. All, again unprompted, expressed a significant emotional attachment to their home and neighbourhood.

*"I moved here with my husband for our retirement. I'm very happy in my little flat and I don't want to move."*

*"We bought this place when it was being built 54 years ago now, and my husband designed parts of it so it would be good for us even when we were old, such as putting the sockets part way up the wall. He was an engineer. There's a bus stop at the end of the street and I can get out every day. I would never want to move."*

The practical challenges faced with regard to managing their home.

All interviewees commented that their husband used to do the vast majority of the DIY jobs around the home or, in the case of larger works, would deal with building contractors.

Even where some had done occasional DIY jobs themselves in the past, they described how arthritis, loss of strength/grip, poor eyesight and/or reduced mobility now made most DIY jobs impossible.

*"My husband used to do everything, so it makes all the difference to me just knowing they (Preston Care and Repair) are there. It makes me feel that I can manage. It is such a relief when you have never had to do these things and you don't know where to turn to."*

### Vulnerability to unscrupulous builders

All interviewees (unprompted) recounted bad experiences when they had randomly selected a contractor e.g. from a telephone directory or advertisement.

Being overcharged for building work was the most common experience. Whilst none had been subject to a major 'scam' which might warrant investigation by Trading Standards, they had all realised when they were being overcharged, but were very aware of their vulnerability as older women living alone when it came to dealing with the builders.

*"When I paid him what I knew was too much for the job I could hear my husband's voice in my head telling me I was being overcharged, but what could I, an 89yr old woman on her own, do?"*

*"I needed to have the central heating boiler serviced so I picked someone out of a telephone directory. When he came I had a bad feeling about him but didn't know what to do. He 'serviced' the boiler and that's when the trouble started – the heating no longer worked even though he had charged me a fortune. That's when I found out about Preston Care and Repair. They put me in touch with a trustworthy chap who did a proper job and got the heating working again, though it took him a while to sort out the mess that the other one had made."*

What is striking is how these competent, capable, independent older women all experienced a subtle sense of threat from such encounters with disreputable builders. All felt a strong sense of vulnerability to retribution should they refuse to pay up.

*"What could I do faced with a burly chap demanding money when I live on my own?"*

The handyperson service is clearly providing a very important service in terms of consumer protection and reducing risk of financial abuse, particularly of older old single women living alone.

## Risk of falls

All interviewees were very aware of the risk of falls and injuries at home and were duly cautious.

*"I'm very careful, don't stand on the chair any more to reach things."*

*"Glad I'm in a bungalow and don't have stairs."*

*"I'm scared stiff every time I have a bath – if I fall over everything could come down like a pack of cards."*

*"I daren't climb up a step ladder. If I fell off I could end up in a care home and I don't want that to happen."*

## Not being a bother

Spontaneously, without a set question or any prompts, all interviewees mentioned how they valued the handy person because they greatly disliked having to 'keep on asking' any time-pressed and busy relatives, friends and neighbours to do even the unskilled little jobs, such as changing a light bulb. This clearly undermined individuals' self-esteem, making them feel dependent, a nuisance or a burden.

*"I just feel so awful having to keep asking (an older cousin) to do these things – he's not well himself and has his own family to look after."*

*"My neighbours are just so busy. They work really long hours, getting home from work late, and I just can't ask them to come and do jobs for me."*

*"My son has Parkinson's and my daughter lives miles away – I hate to bother them."*

Being able to manage their home themselves through Preston Care and Repair's handy person service gave interviewees a strong sense of control and independence, rather than feeling a burden/dependent.

## Not expecting something for nothing – and willing to pay what they can afford

With the charging structure varying according to type of job and individual circumstances, some interviewees had paid for some element of the handy person jobs they had done. Nearly all older service users pay for materials needed for the general repair/maintenance work and there is a variable labour charge according to work types (described in earlier section in connection with the scope of the Social Services contracted elements) and personal resources.

Anyone who could afford to pay something, even if they were living on limited means, expressed a willingness to pay a manageable amount.

*"I really don't mind paying something. Yes, money is tight but I have a little bit saved for a rainy day – though when you don't know how long you are going to live you don't know how long you have to make that bit of savings last, do you?"*

Clearly what such an amount is judged to be will vary from one individual to another (although commercial rates were evidently above what all of the interviewees could afford). What seemed important to the older people interviewed is that they were not perceived as just expecting 'something for nothing'.

## The importance of having specific, trustworthy individuals to turn to – peace of mind and reassurance

The reassurance and peace of mind that resulted from having a trustworthy, reliable source of help with maintaining/repairing/adapting the home had emerged as an extremely important factor in the feedback forms.

For all of the interviewees this was clearly one of the most valued and important aspect of the handyman service, and in relation to the Preston Care and Repair services in general.

Knowing that the handyman service is there (as well as Preston Care and Repair being there to advise/help with all repair and adaptation types of work) has a great impact on older people's mental health and well-being. The qualitative comments clearly illustrate this:

*"If (Preston) Care and Repair stopped I would really struggle."*

*"If they (handyman/Preston Care and Repair) wasn't there I would constantly worry about finances and practicalities if something went wrong."*

*"It [the handyman service] has been a lifesaver."*

*"I find it very reassuring that I can call on (name of handyman)"*

*"If they (PC&R) weren't there I just don't know who I would turn to."*

*"It is such a relief to know they are there when you haven't had to deal with these things (repairs) before."*

## Choice, independence and control

Direct access to (i.e. being able to directly telephone) a small, local and trusted organisation, often speaking straight away to a named person who knows you and then visited by a handyman who you get to know, emerged as a particularly important aspect of the Preston Care and Repair service.

*"Familiar faces to (John) means a lot. All the tradesmen that we have had through Care & Repair are very considerate to (John's) disabilities."*

*"What I personally like regarding your service is the personal attention one receives, particularly I am impressed in your excellent service you offer. Not only is "job well done" but the type of staff you employ always willing to advise and friendly too. Over the years I've got to know (name of HP) I look forward to his visits, please convey my thanks to him."*

As is the case for most of Preston Care and Repair's older service users, all except one of the interviewees did not receive help from Social Services and would not contemplate such a request, let alone want an 'assessment', perceiving this as loss of control/capability/independence.

This has important implications in terms of open access to the Preston Care and Repair handyman service, offering direct telephone/human contact with named individuals. Statutory, referral-only provision would not be at all welcomed, and

website service access would exclude the large majority, given the low rates of internet use by older people, particularly those over 80yrs, which make up nearly half of the handy person service users.

### **Meeting Outcome Targets**

The outcome data analysis described above, the feedback form responses and the face to face interviews demonstrates that the project met both of its Outcome Targets:

*OUTCOME 1. More older people are able to live safely, securely and well in their own homes.*

*OUTCOME 2. Older people who wish to live independently in their own homes have a better quality of life*

#### **INDICATORS:**

- *Quantitative: High volume job / case outputs (annual equivalent to 1,865 jobs assisting 929 older people): the outstanding outcome reported by 90% of older people was 'improved wellbeing'; for 37% an outcome was reduced risk of falls; 23% of cases works specifically enabled safer independent living*
- *Qualitative: Service user interviews and feedback form comments clearly illustrated importance of handy person service in terms of 'peace of mind', 'reduced worry' 'maintaining control and independence'; 100% of respondents would recommend the service to others (and would use it again themselves)*

### **Involving volunteers in handy person service provision**

#### **Process**

One of the aims of the Rayne Foundation's funding was to enable Preston Care and Repair to trial involvement of volunteers in the delivery of the handy person service.

The agency took a cautious approach to this, starting by putting into place recommended good practice measures e.g. with regard to the recruitment and support of volunteers; clarity about the scope of work that could be undertaken by a volunteer; creating new policies and amending others; altering its insurances etc. The job monitoring system was also amended to capture the number of jobs carried out which involved a volunteer.

The first volunteer recruited was a recently retired general builder who had undertaken work for Preston Care and Repair service users. He was multi-skilled and a clear agreement was reached about how much time he wished to give, the scope of work he would undertake etc.

This worked well for both parties and there were clear benefits in terms of handy person job outputs as limited additional technical input was required by paid handy person staff e.g. job supervision. The volunteering manager interviewed the volunteer periodically to check that he was happy with the arrangement.

Efforts were made to recruit additional skilled building trades volunteers e.g. through advertisements in builders merchants, contacting contractors with whom the agency worked to see whether they had workers coming up to retirement, but this did not result in further skilled handyperson volunteer recruitment.

However, a retired volunteer was recruited who had worked as a caseworker for a number of Care & Repair agencies prior to retirement. Her volunteering involved accompanying Preston Care and Repair staff at profile raising events, helping at information stands etc, to make more older people aware of the handyperson service and the wider services of Preston Care and Repair. Where a handyperson identifies an older person who has other housing, financial and support needs they refer the case back to the agency. This volunteer was able to talk to and support such handyperson service users who needed additional housing help and advice.

With regard to younger people, the agency manager embarked on negotiations with organisations who provide training in manual trades and which organise work placements and apprenticeships. The aim was to secure apprenticeship placements with the handyperson team. Preston Vocational Centre arranged one work experience placement and a young person spent 4 months working with the handyperson team 2 days a week. This worked well and he learned a great deal from this arrangement - so much so that he found full time employment prior to completion of the placement. An apprenticeship and a further work experience placement did not work out due to change of personal circumstances for both individuals.

For a range of reasons, not the least of which was a radical change to the national apprenticeship scheme, further apprenticeships did not come to fruition during the evaluation period.

## Results

There were active volunteers during 6 months of the 9 month monitoring period.

There was volunteer input into 134 jobs - 100 solely the volunteer, 34 with volunteer working with paid technicians. This is equivalent to 268 jobs in 12 months.

Applying the estimated average national job value (detailed in Part 4) of £90.50 per job to the 12 month equivalent jobs (268) produces a value of volunteer input of £24,354.

The Preston Care and Repair management committee, after some initial concerns, are now convinced of the benefits of volunteer involvement and keen to expand this area of activity.

The programme met its qualitative target of recruiting and retaining volunteers who carried out work as part of the handyperson team and there were also clearly identified cost benefits resulting from this input.

## Learning

Preston Care and Repair, in line with a number of other agencies, is facing increasing challenges with regard to recruiting paid skilled builders, let alone unpaid ones, as there is a skill shortage in the building industry, and many competing local employment opportunities.

Those with a building trade, particularly multi-skilled builders, are in high demand as there is a growing labour shortage, hence anyone who wants to work even part time can relatively easily find paid employment.

These factors, when combined with other developments, such as changes to welfare benefits, including the rising pension age, tougher rules with regard to both unemployment and disability benefits, as well as limited private pension provision in the building trades, also results in people with a building skill continuing to work for longer (if they are physically able to do so), thereby reducing the potential pool of skilled, fit and well, 'younger old' handy-person volunteers.

There is a so lower life expectancy, and particularly lower healthy life expectancy, amongst manual workers. Builders who want or have to retire after a lifetime 'on the tools', will often have health and mobility problems e.g. arthritis, joint pain, loss of grip/muscle tone etc, and they are not able to continue to do manual work, or at least are only able to do very limited jobs.

With regard to younger people coming into the labour market, again, there seems to be limited appetite for building trades, except perhaps for those that are specialist and perceived to have high earning potential, e.g. plumbing and more complex electrical. The more general 'odd job' domestic building work field struggles to attract a new generation.

Work placements of just 2-3 weeks of unskilled young people are not particularly beneficial to Care and Repair agencies. Whilst they may be helpful to the young person, they take up the valuable time of skilled handypersons, which needs to be prioritised for carrying out the essential handyperson jobs for older people.

The national changes to apprenticeships have not helped and revision of the system would be needed before small voluntary organisations could effectively participate.

Nevertheless, whilst noting these issues and provisos, the benefits of well planned and managed volunteer involvement in handyperson and wider Care and Repair provision are evident from this trial and the right volunteer clearly offers a useful additional resource, as well as personally benefiting from the experience e.g. through maintaining social contact, a sense of purpose and achievement etc.



## Preston Care and Repair Handyperson Evaluation Case Studies

Mrs J is recently widowed. She is 65 and has spent more than 20yrs caring for her husband who had extremely painful and debilitating ankylosing spondylitis. The couple moved to their bungalow 5 years ago to make it possible for Mr J to continue to live at home with Mrs J looking after him. Years of being a carer, pushing a wheelchair and manual handling has resulted in joint damage and Mrs J is now waiting for knee and hip surgery and is in a great deal of pain with limited mobility.

Preston Care and Repair handyperson has carried out a number of jobs to the bungalow, ranging from lock replacements to freeing up the jammed side door, all of which helped the couple (and now Mrs J on her own) to remain living independently and safely at home.

*"Care & Repair have been a godsend. Just knowing they are there has just made such a difference - what they do really does help people to stay in their own home. I would really struggle without them - it would be a constant worry if anything went wrong. It's the trust that really matters."*

### IMPACTS OF HANDYPERSON SERVICE

- Contributed to avoidance of residential care - having service there to call on helped a person with a severe disability to live independently, with spouse as carer, right up until his death.
- Improved mental health and wellbeing - the handyperson service is now enabling the widowed carer to feel better able to continue to live independently and safely in own home alone due to the reassurance that they can call on Preston Care and Repair service when they need practical help.

Mrs G is 84 and was widowed 8 years ago when her husband, who had dementia, died. There are no remaining close family members. For the past 24 years she has lived in a shared ownership first floor maisonette. This was built by a housing association with retired people in mind but not as specialist or supported housing i.e. no linked care.

A number of long term health conditions affect her mobility and she is very concerned about falling.

The handy person service fixed loose carpets on the stairs and replaced the light bulb in the living room ceiling light fitting as Mrs G no longer feels safe to stand on a ladder to do this. Prior to finding out about Preston Care and Repair Mrs G had had a very bad experience with contractors.

*"The toilet was blocked and I was desperate. I picked a plumber out of Yellow Pages who said he would come out that afternoon (it was a weekday). He was in and out in 5 minutes and charged me £165 on the spot. I just didn't feel able to refuse to pay."*

*"I'm very happy in my little flat and I don't want to move. Before Care & Repair when there was something that needed doing (to the flat) I would wake up every morning and lie there thinking 'How can I get this done'. I don't want to go down the road of my home declining. I want to get repairs sorted – knowing Care & Repair is there to call on makes all the difference."*

#### IMPACTS OF HANDYPERSON SERVICE

- Reduced falls & fracture / hospitalisation risk – through removal of hazard on stairs and avoidance of risk of falling off a ladder or tripping up in a dark room (when no lighting available).
- Improved mental health and wellbeing – Reduced anxiety and feels better able to continue to live independently and safely in own home alone through reassurance that she can call on Preston Care and Repair service when she needs help.

Mrs W is 92 years old, a retired book-keeper, widowed, who lives alone in the bungalow that she and her husband bought when it was built 54 years ago and she says she never wants to move. Her arthritis is getting much worse and she gave up driving 2 years ago, but she still gets out every day as there is a bus stop close by. There are no other family members in the area – Mrs W's only daughter died aged just 15 yrs. Mr W worked in engineering and did all of the home maintenance. He also designed features in the home, including specifying the wiring layout so that switches and sockets are fully accessible e.g. sockets at 1mtr height.

Mrs W said she was so relieved to hear about Preston Care and Repair at a talk to the Mother's Union as she had had such bad experiences with builders.

*"I stupidly let a builder go ahead with some work to the bathroom, even though I had repeatedly asked him for a written quote but he always made an excuse about paperwork. Sure enough, when the work was finished he demanded the original verbal 'quote' amount plus another £239 for 'unforeseen plastering' (which was a negligible little patch). 'What could I do?' I paid up of course, all the while thinking 'my husband would never have paid this'. Now I have Preston Care and Repair to turn to it takes such a weight off my mind, I don't know what I would do without them."*

Mrs W has used the handyperson service for the past 9 years. Most recently he changed the fluorescent lighting strip in the kitchen.

*"I daren't climb up a step ladder, if I fell off, I could end up in a care home and I don't want that to happen."*

*"The small things are so important, it (the handyperson service) has been a lifesaver, I don't know what I would do without them."*

She also calls on Preston Care and Repair to recommend builders for bigger jobs that are outside the scope of the handyperson service.

#### IMPACTS OF HANDYPERSON SERVICE

- Reduced falls & fracture / hospitalisation risk – through removal of hazard on stairs and avoidance of risk of falling off a ladder or tripping up in a dark room (when no lighting available).
- Improved mental health and wellbeing – Reduced anxiety and feels better able to continue to live independently and safely in own home alone through reassurance that she can call on Preston Care and Repair service when she needs help.

Mrs S has just turned 90. She lives in a bungalow that she and her husband bought over 30 years ago. She looked after her husband for 16 years after he had a stroke. A few years ago her husband fell in the kitchen and broke his arm. He then contracted MRSA and died soon afterwards. Understandably Mrs S is concerned about falling. She has arthritis and a hearing impairment but is otherwise well and still drives and gets out and about. Her son lives in Scotland and her daughter in Wales and both are in their 60s. They phone her every day, but they can't be around to do maintenance and odd jobs.

Mrs S first heard about Preston Care and Repair through the Carer's local support group and has used the handy person service to keep on top of jobs around the home ever since, most recently to clear an outside blocked drain, fix the shed door and put in window alarms, which have made her feel much more secure in her home.

*"I was quoted £400 for replacing a broken garden gate. It was so reassuring to find Care and Repair. In the end I got it done for about £100. When you call them it feels like someone knows who you are and you get to know them. That's important when you are 90."*

#### IMPACTS OF HANDYPERSON SERVICE

- Reduced falls & fracture / hospitalisation risk – through removal of risk of falling where there was a build up of water and debris on outside path.
- Reduced risk of burglary, and associated reduced worry about intruders.
- Improved mental health and wellbeing – Reduced anxiety and feels better able to continue to live independently and safely in own home alone through reassurance that she can call on Preston Care and Repair service when she needs help.

Mrs M is 65, and is a widow living alone in her own home. She has multiple sclerosis and limited mobility, but can still use her adapted car to get out and about.

She has called on Preston Care and Repair for several years most recently because she could no longer get to her car safely and was very worried about falling due to the driveway path having become very slippery. The handy person power washed the path enabling her to reach her car safely. The handy person service has also fitted a second stair rail to enable Mrs M to get up and down stairs, as well as repositioning furniture so that she can move around the house safely. Mrs M has also used builders which Preston Care and Repair have vetted to do larger jobs e.g. bathroom alterations.

Mrs M's daughter has paid Preston Care and Repair to fit a second stair rail to her own property to enable her mother to visit her, as she only has an upstairs toilet. Being able to maintain this contact with her family is very important to Mrs M.

*"When you know they (Preston Care and Repair) are there to call on it is really reassuring. If they weren't there I don't know who I would turn to."*

#### IMPACTS OF HANDYPERSON SERVICE

- Reduced falls & fracture/hospitalisation risk – through removal hazards which increased risk of falling, both on the stairs and also outside on driveway.
- Improved ability to live independently and well at home despite a degenerative condition and associated disability.
- Maintaining social contact – with family as still able to visit daughter.
- Improved mental health and wellbeing – Reduced anxiety and feels better able to continue to live independently and safely in own home alone through reassurance that she can call on Preston Care and Repair service when she needs help.

Mrs C is 75 yrs old and lives with her husband (who has dementia) in their semi detached house which they bought more than 40 years ago. When the florescent strip (the only source of light in the kitchen) stopped working she was worried about falling off a chair if she tried to fix it herself, but also concerned about risk of injury to herself and her husband because they were using the kitchen without a light (Mr C has had number of falls).

She then heard about Preston Care and Repair at the Carer's club, subsequently contacted them and the handy person service replaced the kitchen light fitting. Mrs C has since contacted them for further small jobs, including putting up a second hand rail on the stairs.

*"My husband used to do everything, so it makes all the difference to me just knowing they are there. It makes me feel that I can manage. It is such a relief when you have never had to do these things and you don't know where to turn to."*

#### IMPACTS OF HANDYPERSON SERVICE

- Reduced falls & fracture/hospitalisation risk - through removal of risk of falling both on the stairs and also outside in the kitchen.
- Improved ability of carer to care for partner at home - reducing risk of need for residential care or home care package.
- Improved mental health and wellbeing - Reduced anxiety and feels better able to continue to live independently and safely, caring for partner in own home, as a result of the reassurance that she can call on Preston Care and Repair service when she needs help.

## Part 4: Handyperson service impact and cost benefits

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### Focus on falls prevention

Whilst this evaluation of the handyperson service considers a range of impacts on older people, as well as wider benefits to related services, cost benefit is a particular concern for statutory funders.

One of the aspects of provision which has a stronger evidence base is prevention of falls.

In this section we examine in detail the impacts and cost benefits of the handyperson service specifically in the context of falls prevention and then apply accepted models of the resulting savings to the NHS and social care.

### The high cost of falls

Falls and fractures are a common and serious health issue faced by older people. The human cost can include pain, injury, loss of confidence, emotional distress, loss of independence and mortality.

For health services falls are both high volume and expensive, with an estimated cost to the NHS of more than £2.3bn per year. According to Public Health England (PHE, 2017)

- there are around 255,000 fall's-related emergency hospital admissions in England among patients aged 65 and older
- unaddressed falls hazards in the home are estimated to cost the NHS in England £435m
- the total cost of fragility fractures to the UK has been estimated at £4.4bn which includes £1.1bn for social care.

PHE has identified falls prevention as one of six top areas where preventative interventions could save money to the health and/or care system within a five-year time scale.

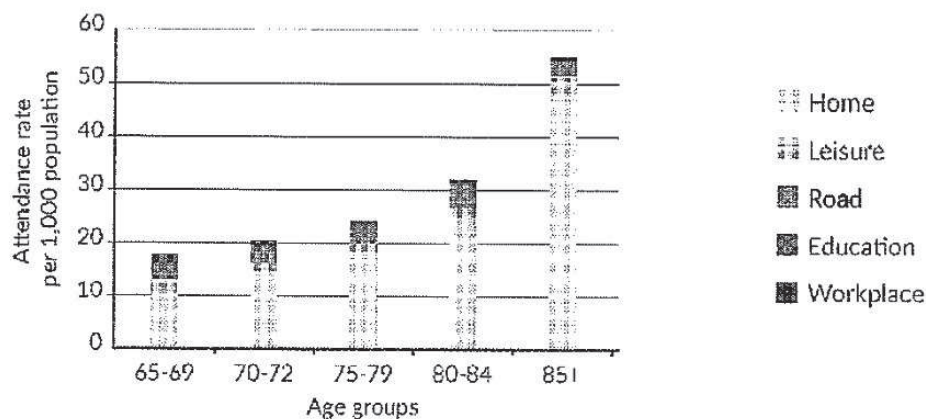
A Public Health ambition has been set to achieve a 10% reduction in the number of injuries due to falls in people aged 65+ by 2020/ 21 through improved and more co-ordinated preventative services.

### The scale of the problem

- Each year around 30% of people aged 65yrs + and 50% of those aged 80+yrs experience a fall (NICE, 2013).
- Falls are the reason for over half of hospital admissions for accidental injury and for 10-25% of ambulance call-outs for people 65yrs and over (DH, 2009).
- Hip fractures cost over £2 billion p.a. - or £6 million each day - most as a result of falls (PHE, 2017)
- At current trends within two years nearly 1,000 older people a day will be taken into hospital after a fall (LGA, 2018)

## The housing connection to falls

The vast majority of falls take place in the home with the most serious injuries caused by falls on stairs or steps (RoSPA & RCEM, 2017)



Source: A&L attendance rates per 1,000 population, by location of unintentional injury among older people: from Oxford University Hospitals NHS Trust Emergency Departments, John Radcliffe and Horton General Jan 1, 2012 - Dec 31, 2012

To reduce falls risk it is increasingly recognised that a multifaceted approach is needed, including improving older people's strength and balance alongside home hazard assessment with remedial measures. Targeted interventions for those most at risk, as well as a comprehensive post-fall response, are also key elements.

The PHE National Falls and Fracture Consensus Statement (PHE, 2017) recommends the commissioning of services that provide:

- an appropriate response attending people who have fallen;
- multifactorial risk assessment and timely and evidence-based tailored interventions for those at high risk of falls
- evidence-based strength and balance programmes and opportunities for those at low to moderate risk of falls
- home hazard assessment and improvement programmes

## Handyperson services reducing falls risk

As described above, an in depth *Healthy Homes Assessment* is offered to all Preston Care and Repair handyperson service users (and carried out for the majority). Staff are trained to undertake this assessment of risks in people's homes and, most importantly, to carry out the necessary remedial measures as part of the handyperson service.

This approach has resulted in more systematic recording of the outcomes of handyperson interventions. It also provides a more reliable assessment of resulting falls risk reduction and hence a better foundation for modelling cost benefits.



## Applying cost benefit models to the Preston handyperson service outcomes

A 2012 Cochrane Collaboration systematic review on interventions to prevent falls in community dwelling adults (Gillespie, 2012) found that home hazard assessment and modification carried out by occupational therapists reduced the rate of falls by 19% and the risk of falling by 12%.

*It is worth noting that nearly half [46%] of the Preston Care & Repair handyperson service users are over 80yrs of age, half [49%] have long term health conditions and/or disability, and many have already had a fall (hence their referral to the handyperson service). The risk of falling for the over 80yrs age group is significantly higher than that for all people 65yrs and over i.e. 50% annual falls risk for all 80+yrs vs 30% for 65+yrs (NICE, 2013). Consequently, for this higher risk falls group of handyperson service users, the risk reduction impact is likely to be higher than the Cochrane 19% reduced rate of falls for all older age groups.*

More recently, in 2018, Public Health England published *A Return on Investment Tool for the Assessment of Falls Prevention Programmes for Older People Living in the Community* (PHIL, 2018) which details the cost benefits of a range of falls prevention measures.

This Tool identified Home Assessment and Modification (HAM) as having the highest cost benefit profile of all the falls reduction interventions, with a financial ROI of £3.17: £1 and a societal ROI of £7.34: £1.00.

Figure 7: Return on Investment (ROI) Tool: Assessment of Falls Prevention Programmes for Older People Living in the Community

Intervention	Financial ROI	Societal ROI
Otago	£0.95 : £1.00	£2.20 : £1.00
FaME group exercise	£0.99 : £1.00	£2.28 : £1.00
Tai Chi	£0.85 : £1.00	£1.97 : £1.00
Home assessment and modification (HAM)	£3.17 : £1.00	£7.34 : £1.00

Source: Public Health England (2018), *A Return on Investment Tool for the Assessment of Falls Prevention Programmes for Older People Living in the Community*

Home Assessment and Modification (HAM) intervention was found to produce a 23% reduction in both the number of falls which required a hospital admission (over 2 years) and also the number of serious falls.

It is interesting to note that the New Zealand RCT described in Part 1 (Keali et al, 2014) identified a 26% reduction in injuries attributable to home falls that needed medical treatment following the standardised, relatively minor, falls prevention home modifications.

As noted previously, the BRE Housing Health and Safety Rating System (HHSRS) model provides a framework for quantifying total first year health and social care costs resulting from falls of different levels of severity.

- £39,906 for serious falls injury
- £6,464 for moderate falls injury
- £1,545 for minor falls injury

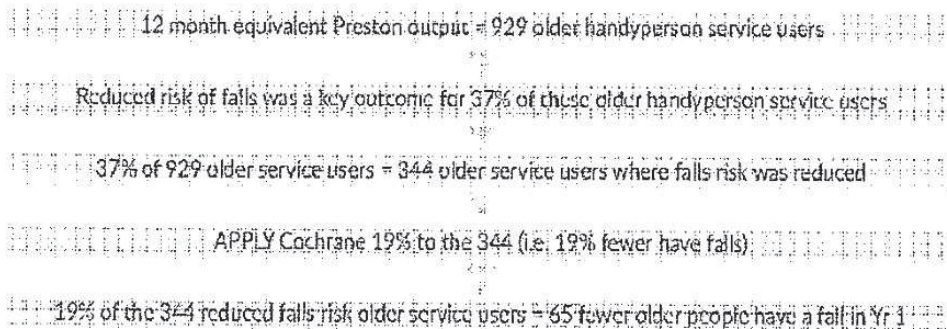
Below we apply these BRE HHSRS costings using the Cochrane 19% falls reduction rate and the HAM 23% falls reduction rate to the Preston handyperson falls reduction cases.

#### i) Applying the 2012 Cochrane Collaboration systematic review 19% reduction

As detailed in Part 3, falls risk reduction was a specific outcome for 37% of the Preston Care & Repair handyperson service users. With a full year equivalent of 929 older service users, this means that in a year 344 older people had reduced falls risk as a result of the hazard removal job carried out by the handyperson.

Applying the Cochrane 19% fewer falls rate of reduction to these 344 handyperson service users enables us to calculate a conservative estimate of potential savings specifically for these falls risk reduction cases (noting again that this is a conservative estimate given that half of handyperson service users are at higher risk of falls i.e. over 80yrs, with multiple long term health conditions and/or disabled).

If we make the conservative assumption that just 1 in 10 of these falls would have resulted in serious injury, and of the remainder half would result in moderate falls injury and half in minor falls injury, applying BRE HHSRS costings shows that total



Yr 1 treatment cost savings from reduced falls injury (all types) for just 65 of the 344 falls risk reduction handyperson service users, based on Cochrane 19% falls reduction rate, produces a year 1 saving in treatment costs of £473,242.

Figure 8: Savings from falls risk reduction - Model 1 - Cochrane Review

Falls Injury type	BRE HHSRS Yr 1 cost of injury type	HP service users avoid injury	Yr 1 Saving
Serious falls injury	£39,906	6	£239,436
Moderate falls injury	£6,464	29	£187,456
Minor falls injury	£1,545	30	£46,350
<b>Total</b>		<b>65</b>	<b>£473,242</b>

### **i) Applying the PHE reported Home Assessment and Modification 23% falls reduction**

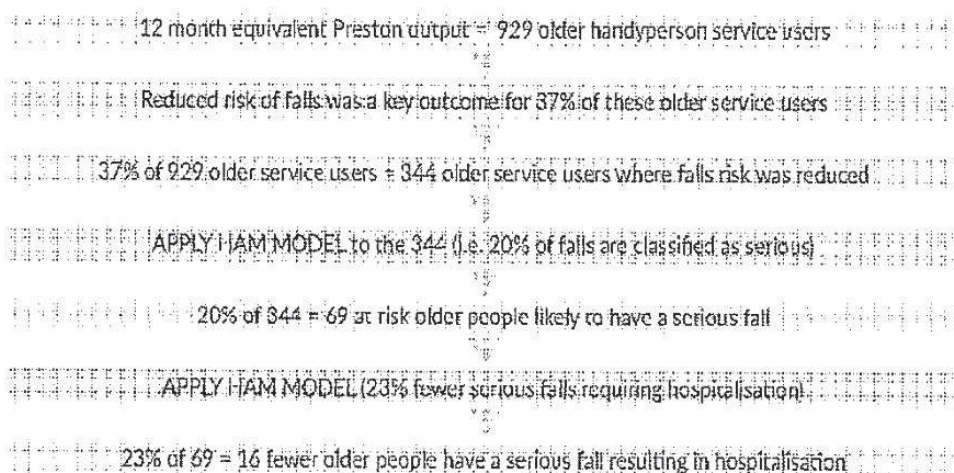
The Home Assessment and Modification (HAM) 23% falls rate of reduction provides a clearer framework for the types of / severity of the falls injuries prevented (serious/requiring hospitalisation) which also links to the BRE HHSRS's falls severity costing model.

The HAM model notes that non-serious falls (80% of all falls) are assumed to require no input from medical or social care services and hence there are no costs for these events, but they note that in reality, non-injurious falls can have an impact on people's lives, such as increasing anxiety, functional decline and social isolation. However, these outcomes are not included in the analysis, hence the focus on serious falls.

People who suffer a serious fall (20% of all falls) are assumed to require a general practitioner (GP) appointment (51%), an ambulance call-out (61%) or attendance at an accident & emergency (A&E) department (80%). The HAM intervention was most effective where targeted at those at highest risk and where a full home assessment was made (in the HAM study by an OT with follow up undertaken to check that the modification had been carried out). The Preston handyman service not only carries out a full home risk assessment but also undertakes the necessary remedial works.

HAM reduced both the incidence of falls injury resulting in hospitalisation and also the incidence of serious falls by 23%.

Applying this 23% rate of reduction to the Preston handyman cases where lower falls risk was a specific outcome resulting from the completed handyman job enables us to calculate potential savings. Again, it is important to note the profile of the handyman service users which puts them into a higher falls risk category i.e. half are over 80yrs, have multiple long term health conditions and/or are disabled etc and so are more in line with the HAM interventions impact for people who have had a previous fall.



Utilising the HAM 23% reduction combined with the BRE HHSRS model serious falls injury Year 1 treatment cost of £39,906 produces a total saving of £638,496 resulting from the reduction in serious falls requiring hospitalisation impacting on these 16 at risk older service users.

Whilst minor injury reductions were not quantified in the HAM study, given the high rate of falling amongst those 80+ yrs (50% pa) and the prevalence of this age group using the handyperson services, there are very likely to be further NHS & social care savings due to the reduction of falls resulting in less serious injury.

The risk of injury due to falls was reduced for a further 275 older handyperson service users (344-69 = 275). Applying the BRE HHSRS model £1,545 minor injury first year treatment costs to just 20% of the remaining group where falls risk was reduced (20% of 275 = 55) produces a further potential *first year saving of £84,975*.

Added to the serious injury with hospitalisation risk reduction cases, this produces a total Year 1 treatment costs saving of **£723,471** (£638,496 + £84,975) just for the handyperson service cases where the work undertaken resulted in significant falls injury risk reduction (71 out of 929 older people benefiting in range of ways from the handyperson service).

**Figure 9: Savings from falls risk reduction - Model 2 PHE/HAM**

Falls Injury type	BRE HHSRS Yr 1 cost of injury type	HP service users avoid injury	Yr 1 Saving
Serious falls injury resulting in hospitalisation	£39,906	16	£638,496
Minor falls injury	£1,545	55	£84,975
<b>Total</b>		<b>71</b>	<b>£723,471</b>

### **Cost benefits of handyperson service specifically for falls risk reduction cases**

As noted above, the recent Public Health England falls reduction interventions return on investment analysis found that the Home Assessment and Modification (HAM) intervention had the highest cost benefit profile compared with other falls reduction interventions, with a financial return on investment of **£3.17: £1** and a societal return on investment of **£7.34: £1.00**.

Due to the competitive operating environment for home improvement agencies and handyperson services, and when unit costs are a key factor in awarding handyperson service contracts, it was decided that it would be unethical to publish the precise costs of delivering the Preston Care and Repair handyperson service. These unit costs are known to the local commissioners and they can therefore apply these to the HAM ROI rates to calculate the local cost benefits.

However, we are able to provide indicative savings based on national average costings for handyperson service provision, and also to comment that the Preston Care and Repair handyperson service is highly competitive in comparison to these national averages.

### Costing handyman service provision

The last government commissioned comprehensive national survey of handyman job costs was undertaken by Foundations in 2007 (CLG, 2008).

This survey found that the average handyman total job cost was between £70.08 – £90.60. The amount varied for a number of reasons, but the report identified a different average according to urban vs rural vs semi-rural settings.

Figure 10: Cost comparisons between services in rural, semi-rural and city settings

Type of area	Av. number of jobs per handyman	Av. cost per job completed
Rural	416	£72.27
Semi-rural	403	£70.08
Urban	456	£90.60

The Preston Care & Repair service covers a mix of rural and town areas and so we applied the semi-rural rate of £70.08 average job cost.

Using a historical inflation calculator (*Thisismoney*), £1 in 2007 is equivalent to £1.38 in 2018, which produces an average semi-rural handyman job cost today of £90.50.

Preston Care & Repair handyman service completed 1,399 jobs for older people in 9 months, a 12 month equivalent of 1,865 jobs (*noting, as per earlier section, that in addition jobs are undertaken for other age groups as well as directly commissioned tasks where the level of output and outcome related data required for this evaluation is not recorded*). Multiplying this number of jobs by the up-rated national average cost of £90.50 produced a total annual handyman service delivery cost of £168,782.

$$1,865 \text{ jobs} \times £90.50 = £168,782$$

### Cost benefit applying Model 1 (Cochrane)

Applying this model, with a 19% falls reduction (across all falls injury types) to the specific falls prevention handyman cases produced a Year 1 saving of £473,242 resulting from falls risk reduction for just 65 (7%) of all handyman service users.

A total service running cost of £168,782 for undertaking all of the handyman service (assisting 929 people and carrying out 1,865 jobs) would produce a 2.8:1 cost benefit ratio i.e. a saving of £2.80 for every £1 spent, solely applying the savings that arise solely from falls risk reduction for just 7% of service users.

### Cost benefit applying Model 2 (HAM)

Applying the HAM findings of 23% falls with hospitalisation reduction to the specific falls prevention handyperson cases plus the estimated moderate falls injury costs saving, produced a total Year 1 saving of **£723,471** resulting from falls risk reduction for just 71 (7.6%) of all handyperson service users.

A total service running cost of £168,782 for undertaking all of the handyperson service (assisting 929 people and carrying out 1,865 jobs) would produce a cost benefit ratio of 4.28:1 i.e. a saving of **£4.28** for every **£1** spent, solely applying the savings that arise from falls risk reduction for just 7% of service users.

## Part 5: Conclusions

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### The Preston Care and Repair handyperson service:

1. Met or surpassed both the output and outcome targets set for the programme.
2. Has a significant impact on older people's mental and physical health, wellbeing, independence and quality of life.
3. Is reaching older people who are at high risk in terms of housing related health problems, accidents and injury.
4. Is exceptionally highly valued by older people.
5. Results in significant cost benefits to health and social care.
6. Contributes to achievement of a range of NHS, Public Health and Adult Social Care policy objectives and targets.

#### 1. Preston Care and Repair handyperson service met or surpassed both the output and outcome targets set for the programme.

**Output Target 1:** *At least 400 older people receive handyperson help with repairs and adaptations*

**Output:** During the 9 month evaluation period 1,399 jobs were carried out in the homes of 697 older people.

This is a 12 month equivalent of 1,865 jobs completed for 929 older people.

**Output Target 2:** *Volunteers will be recruited and retained to carry out work as part of the handyperson team*

**Output:** Volunteers were recruited and retained.

- There was volunteer input into 134 jobs in 6 months, equivalent to 268 jobs in 12 months.
- Applying the estimated average national job value (detailed in Part 4) produces a value of volunteer input of £24,354 in one year.

**Outcome Target 1:** *More older people are able to live safely, securely and well in their own homes*

**Outcome Target 2:** *Older people who wish to live independently in their own homes have a better quality of life*

## Results

- Improved wellbeing was a key outcome for 90% of older service users and was the outstanding impact of the handyperson service.
- Safer independent living specifically resulted from the handyperson job in 23% of cases.
- Older people using the handyperson service expressed a significant emotional attachment to their home and neighbourhood, with a strong determination to maintain their independence. They view the handyperson service as a very important element in enabling them to achieve this personal aim.

### **2. Preston Care and Repair handyperson service has a significant impact on older people's mental and physical health, wellbeing, independence and quality of life.**

- Falls risk was reduced for 37% of the older people who had work carried out by the handyperson service.
- Other outcomes include reduced risk of hospital admission, faster, safer hospital discharge to home, improved safety and security, plus reduced worry and stress associated with maintaining the home.
- Improved wellbeing was a key outcome for 90% of older service users and was the outstanding impact of the handyperson service.

### **3. The handyperson service is reaching older people who are at high risk in terms of housing related health problems, accidents and injury.**

- Nearly half (46%) of the older people using the handyperson service are over 80 yrs of age, a significantly higher risk group in terms of falls and housing related poor health (e.g. impact of cold) and the majority have a long term health condition and/or disability
- 77% of the people using the handyperson service are female
- 72% live alone
- 79% are owner occupiers, the majority living on lower incomes

### **4. The handyperson service is exceptionally highly valued by older people**

In responses to the postal survey:

- 96% of older people said that the handyperson service made them less worried about their home.
- 100% of older people said that they would use the handyperson service again and would recommend it to others.
- 77% said they would not have jobs done if the handyperson service was not there due to worry about finding a trustworthy builder.
- Whilst affordability was important, trust and reliability were key. Many service users were happy to make a contribution to the cost of small jobs (virtually all pay for materials).



Both the postal survey and qualitative interviews demonstrated that:

- The handyperson service provides great peace of mind, reassurance and helps people feel more in control of their homes and lives.
- Trust was a key factor and it was important to older people that the handyperson service was delivered by Preston Care and Repair because of its local reputation as a highly trusted, reliable and not for profit provider.
- Delivery of the handyperson service by Preston Care and Repair was also a crucial feature because this provided a link to other practical housing help i.e. seen as 'someone to turn to' for help with larger repairs and adaptations, as well as for impartial housing related information and advice.
- The service provides important element of consumer protection for more vulnerable service users who can so easily fall prey to unscrupulous traders.
- Easy access to the handyperson service (i.e. via a direct telephone call to Preston Care and Repair) was a highly valued aspect of provision. It gave older people an important sense of control over their homes and lives and greatly reduced worry about their housing.

## **5. The handyperson service results in significant cost benefits to health and social care**

Whilst there are undoubtedly other cost benefits resulting from the wider improvements to the mental and physical health and wellbeing of handyperson service users, evidence base with regard to the cost benefits of falls reduction is more robust, particularly with regard to housing interventions.

Therefore this evaluation specifically modelled the cost benefits to health and care solely for the handyperson cases for which the primary recorded outcome was falls risk reduction (37% of the 929 service users i.e. 344 older people).

The evaluation applied the national findings of recent studies concerning rates of reduction of more serious falls resulting from home adaptation and modification, alongside nationally recognised BRE HHSRS cost benefit modelling of savings in terms of total first year treatment costs (to NHS and social care).

A very conservative approach was taken with regard to the number of older people who were likely to have a serious fall/one resulting in hospitalisation, using the generic national rate of 20% of those over 65yrs likely to have a fall in a year (noting that the rate for those over 80yrs is 50% and half of the handyperson service users are over 80yrs).

- *Applying the 2012 Cochrane Collaboration systematic review 19% falls risk reduction and BRE HHSRS cost benefits model*

Cost savings from reduced falls injury (all levels) for just 65 out of 929 older service handyperson results in cost benefit:

- ▶ **Total Year 1 treatment cost saving = £473,242**

- Applying the 2018 Public Health England Return on Investment Tool's Home Assessment and Modification 23% falls risk reduction to the 20% most at risk and BRE HHSRS cost benefits model

Cost savings from reduced falls injury (all levels) for just 71 out of 929 older service handyperson results in cost benefit:

► Total Year 1 treatment cost saving = £723,471

This Home Assessment and Modification model had the highest cost benefit profile of all the falls reduction interventions included in the PHE Falls Prevention Cost Benefit Toolkit. It demonstrated:

- Financial Return on Investment of £3.17: £1 and
- Societal Return on Investment of £7.34: £1.00.

To calculate the Return on Investment for the cost of the whole handyperson service but based on the savings resulting from the falls risk reduction, we applied national average unit job cost for undertaking 1,865 jobs for 929 people which is £168,782 (noting that the Preston Care and Repair handyperson service is very competitive compared with national average).

This produces a cost benefit ratio of 4.28:1 i.e. a saving to health and care of £4.28 for every £1 spent on the handyperson service, solely applying the savings that arise from falls risk reduction for just 7% of service users.

## 6. Contributes to achievement of a range of NHS, Public Health and Adult Social Care policy objectives and targets.

### For the NHS and Public Health

- improves older people's physical health
- improves older people's mental health and wellbeing
- prevent/reduce risk of health acute episodes, particularly reduced falls
- prevent/reducing risk of unplanned hospital admissions
- reducing GP visits/calls on other health professionals' time
- reducing risk of delayed transfers of care/enable care at home
- improving management of chronic long term health conditions

### For Social Care

- extending safe, independent living
- delaying/preventing admission to residential care
- reducing care and support need
- improving wellbeing and quality of life

Thereby contributes to meeting Care Act 2014 obligations and ASC Outcomes

## Comparison of evaluation findings with previous national evaluation

The above findings and conclusions are very much in line with the one national government commissioned academic study of handyperson services (CLG, 2012) – key findings below.

### National Evaluation of the Handyperson Programme: Key Findings

- Handyperson service users are predominantly older women with health problems or disabilities, living alone on low or modest incomes in older properties. However a significant number of service users live with and care for their spouse or partner.
- Both the service user survey and interviews showed very high levels of satisfaction with all aspects of handyperson services.
- Services support service users' independence, their ability to carry out activities of daily living (and caring), and enhance their feelings of security and comfort in their homes. Crucially these services allow service users to feel in control of their home environments.
- Although affordability is important, service users value a number of different aspects of handyperson services that provide "added value": trustworthiness; reliability; knowing there is help available; and the respectful and helpful attitudes of staff.
- Although many service users are on low incomes, some service users would be prepared to contribute something towards the costs of services: their primary concern is that services continue.

## Appendix 1

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### Handyperson Service Case Studies

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#### Unusual but critical job

Mrs L, in her 70s lives alone in a rural area. She has arthritis and mobility problems. Her main source of heating is a log fire and she gets her log delivery stacked onto a shelf in the outside coal shed. The shelf had collapsed and the logs were outside getting wet, with Mrs L struggling to pick them up off the floor.

Mrs L's neighbour contacted Preston Care and Repair because of concerns about Mrs L either falling or getting cold if she could no longer bring in her logs.

The Handyperson Volunteer visited Mrs L the following day, replacing the log shelf and stacking the logs back in position to make it easier for Mrs L to collect them and to keep the house warm.

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#### Dementia and helping carers

When Preston C&R had a stand at South Ribble Dementia Carers day they were approached by the daughter of Mrs K who was concerned about her mother's safety and wondered about possible adaptations to keep her safe and independent at home.

Mrs K is 92, living alone with mobility issues as well as early stage dementia. The Healthy Homes Caseworker carried out an assessment of the home with Mrs K's two daughters present. A number of adaptations were already in place but the caseworker was able to offer suggestions of other possible home modifications, as well as explaining the possibility of a downstairs wet room should the time come when Mrs K is no longer able to get upstairs.

The Handyperson fitted a grab rail to assist Mrs K when using the WC (she was using the towel rail), plus a grab rail at the back door to enable safer access to the garden. He repaired the bolt on back door as this was sticking. The advice and handyperson service gave peace of mind to Mrs K's daughters, reassuring them that there were practical steps to help their mother stay living independently and safely in her own home. They now know where to go to for help/advice regarding repairs/adaptations to the property.

*"(Name of handyperson) was kind, cheerful and patient and Mum says a very understanding man."*

Mrs N is 91 years old living independently in her own home but with dementia. Mrs N's daughter contacted PC&R for advice as Mrs N was forgetting to remove the key from the front door after locking it and this was preventing carers from getting in (using the key in the Keysafe). The handyperson fitted a 'thumb turn' lock so that a key was no longer needed to lock the door from the inside. This is the comment from Mrs N's daughter. *"This service has enabled my Mother to stay independent in her own home for longer. The lock on the front door is great - family and carers can get in and out now as she can no longer leave a key in the lock. We think this is an excellent service."*

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### **Stopping the rot**

Mrs Z, 76 years old, living alone on a low income in her small terraced house. She has mobility difficulties and a number of long term health conditions. Mrs Z's daughter-in-law contacted PCSR because the drainpipe at the rear of the house was leaking. Our handyman volunteer found that the downspout was cracked and needed replacing. He removed the old cracked cast iron downspout and replaced it with a new PVC pipe and spout head. As well as reducing worry for Mrs Z and her daughter-in-law, this work prevented deterioration to the home. Left unrepaired the water from the leaking pipe would have caused an increasing amount of damage to the solid brick wall, potentially resulting in a damp, mouldy internal wall which would have exacerbated Mrs Z's respiratory problem.

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### **Small adjustments reduce injury risk**

Mr H is 80 years old with numerous long term health conditions. He is living independently in his own home which has been adapted, including recent installation of a stairlift. However due to the layout of the small house when he used the stairlift Mr H was catching his knee on a door frame causing great discomfort to his already swollen legs. The handyman removed part of the architrave and door frame removing the risk of further leg injury.

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### **Timely interventions - and going beyond the requested small job**

Mrs B had been discharged from hospital the previous day with an arrangement for carers to come in three times a day. Unfortunately, a keysafe had not been installed and as Mrs B struggled to get to the front door to open it, she was leaving her door open until the last care visit at 9pm leaving her at significant security risk.

The handyman service fitted the key safe in under 24 hours from receiving the initial phone call.

As he noticed possible issues with using the bathroom, the PCSR technical officer also visited to offer ideas and advice about possible adaptations to the bathroom facilities.

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## Appendix 2

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### Service user postal survey form comments

Names have been changed or removed

*As I live on my own I sometimes feel vulnerable. I can trust Preston Care & Repair to send me a vetted, trustworthy worker.*

*Peace of mind. Other parts of country doesn't have this choice. My sister needs this in Yorkshire.*

*We are very happy with the very professional service we received and so much happier to have the extra hand rails. FANTASTIC!*

*Yes it matters and Care & Repair people who have done jobs for us are all very pleasant. Just a pity you have stopped painting garden fences!*

*It is nice to know that they are local people, also they seem to care.*

*(Name of HP) is an excellent worker did a great job.*

*I am very elderly and live alone. I find it very difficult to find trustworthy builders to do large and small jobs around the house.*

*Although these jobs were small they have been getting on my nerves – always would have managed to do most myself, but realise I can't now and am so grateful for the help.*

*The jobs I had done may not seem much, but I have been worrying because they didn't get sorted. Thank you*

*I am 93yrs of age and unable to do small jobs. Service much appreciated.*

*I try to do little jobs but feel I shouldn't climb steps etc. Nice to know I don't have to.*

*People I contacted did not respond to my calls*

*I have less worry knowing that there is someone to help me*

*(Name of Handyperson) is very trustworthy – Makes all the difference compared to commercial sector (obviously most of the commercial sector is fine just the odd cowboy)*

*I would have tried myself but I am aware that I am not steady enough to use step ladders any more*

*I am able to get into the sun-house and not be frightened of falling.*

*Without this service my elderly mother 91yrs with Alzheimer's would not have been able to arrange or sort out the materials needed, and I have a job. We think it is an excellent service.*

*It has enabled mum to stay in her own bungalow for longer. The lock on the front door is great, family and staff can get in and out now without her leaving the key in the lock. Thank you.*

*I appreciate the quality of your employee and efficient jobs done.*

*I now know that there is someone to help with small jobs that need doing. It is not always easy to find somebody who wants to carry out small jobs.*

*Very nice and trustworthy*

*I am very pleased with the jobs that the handyperson has done for me.*

*It's really good to know that I can call on someone I trust. I have needed the work doing for some time but was reluctant to find someone.*

*I have always found them courteous and friendly.*

*I have used the handyperson service since I became a widow, it provides small jobs and DIY my husband used to do.*

*I feel I can manage to maintain my home and not have to think about leaving it.*

*I have been extremely happy with your service. Your employees are courteous, very helpful and do an excellent job(s). As someone who is 86 and lives alone it is so very important knowing that you are only a phone call away.*

*Your service is like having a man about the house who you know and trust.*

*Without the support of your service, I really would not know where to turn. I do try to do things but I suffer from very arthritic hands.*

*I live alone and have many health issues which eases my concerns.*

*A roller blind was fitted to my bathroom window, I now have privacy.*

*One always struggles to find builders/joiners etc. for those small jobs which get left and then irritate or lead to stress. Those of us who operate independently are reluctant to involve family or friends preferring a business relationship with people qualified to tackle minor jobs beyond our capability.*

*Important is the attitude of the person carrying out the work. I have found your employees to be of a high standard, polite and respectful. My latest experience was a delight (HP name) was a most empathic person of great kindness and initiative, Thank you.*

*After using the service for some 3 years I would turn to no-one else for reliability, kindness and understanding, I am a disabled 60+ lady a widow and feel safe with your workers.*

*It is good to know I can get those small jobs done by someone I can trust, as most tradesmen don't want to do small jobs, It makes me feel more independent as I have just had 2 new hips + 2 broken bones in my wrist.*

*I was delighted to have my kitchen taps changed, I had a constant drip and had swivel taps put on so much easier for me to turn on and off. I was very pleased at the cost.*

*The workmen are trustworthy and will explain things to me in a nice way as I am elderly person. I hope this service continues for a long time.*

*I found over the few years I have been using this service everyone I dealt with were very helpful and pleasant. It's nice when you reach your 90th year.*

*Work was done by (HP name) and he is a very helpful and thoughtful person. I also enjoyed having a nice friendly chat with him. It is such a relief to know your service is available if needed. Thank you very much three cheers for Preston Care and Repair.*

*A few years ago you fitted safety locks on my windows and safety chains on my exit doors, and I shall always be grateful to you for making me feel so much safer in my home. (HP name) did this work for me and was a lovely man.*

*I have used the service 3 times on every occasion the quality of the work has been excellent. The attitudes of the men have been helpful and very polite. It is to be highly commended.*

*I was delighted when (HP name) sealed up cracks in my conservatory, now I don't get giant slugs coming in. This prompted me to get him to block up holes around my garage door to stop mice coming in. Thank God for (HP name) and the rest of the team, I am a happy woman again.*

*The handy person who did my jobs was friendly, polite and efficient, he did an excellent job, very happy.*

*I am delighted that there is a handy person to call on for small jobs.*

*Very grateful for the stair rail as I have a problem with balance holding on to rails on both sides makes me feel safe. Thank you for a job done well.*

*I would recommend them to anyone needing your service, Thank you.*

*I could not open my wooden windows which were made in 1936, they required adjustment. The joiner was excellent. Thank you.*

*What I personally like regarding your service is the personal attention one receives, particularly I am impressed in your excellent service you offer. Not only is "job well done" but the type of staff you employ always willing to advise and friendly too. Over the years I've got to know (name of HP) I look forward to his visits, please convey my thanks to him.*

*It's a brilliant service for my aunt to help with jobs that nephews and nieces can't do.*



*I couldn't find anyone else to do odd jobs.*

*When you're very ill and there's no male in the home, the service has been irreplaceable, good response, good people, helpful, excellent all round in many difficult situations. Thank you for your service over the years.*

*The service you offer is excellent. Finding a trustworthy and capable handyman is very difficult.*

*I was more than happy with the handyman service. Could not tell you how grateful I am.*

*Due to my health conditions doing the important small jobs was a source of anxiety. Finding Preston Care & Repair was a blessing.*

*It makes my life a lot more comfortable knowing that the small jobs that need doing which I cannot do myself, I can always call the handyman service.*

*I feel I can trust the service you supply.*

*As a disabled homeowner I cannot undertake all the small/medium repairs which periodically arise. I am so pleased to know that your service will tackle them without fuss, saves me endless trouble.*

*I have used your service on several occasions with great satisfaction. As a result I recommend your service to my friends.*

*It is hard to find someone reliable and trustworthy to do odd jobs. I find that your organisation have done the checks I can't.*

*Not as stressed now jobs have been done, I no longer have to worry about them.*

*I cannot thank you enough for sending (HP name). He was very polite, efficient and gave good advice, plus he made my broken window frame good and safe and promised to come back in a few months' time to inspect the other window to ensure the same problem wouldn't arise next winter. I would recommend this service to anyone.*

*The service you offer is excellent.*

*I just want to comment on the wonderful service that you offer people like myself who have health problems and feel vulnerable. The handyman you sent out are helpful, polite and give us reassurance we can go on living on our own, knowing there is someone to help us. Thank you from the bottom of my heart.*

*The handyman put in a bath grab rail. This will help me to get out of bath easier and feel better not to worry to fall. He also made sure my patio doors lock properly with a minor repair when he heard I have been burgled two weeks ago.*

## Appendix 3

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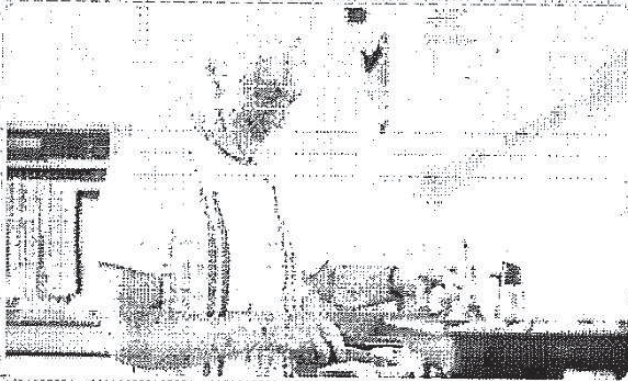
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# Integration in Action

## Homewise Memory Matters: Supporting people with memory loss, dementia and their carers at home in East Lancashire



This brochure describes the Homewise Memory Matters project for people with memory loss, dementia and their carers providing help with the home environment, advice on care and support services and welfare benefits.

- Prevention of hospital admission e.g. reduced falls risk
- Reduced risk of admission to residential care
- Extended independent living at home
- Improved wellbeing including support for carers
- Improved safety and security at home
- Reduction in social isolation



## The NHS (NHSE) England view of housing

The *'Next Steps in the NHS Five Year Forward View'* highlights the importance of keeping people healthier for longer, improving care, reducing health inequalities and working jointly across professional boundaries, including housing.

NHSE's CCG Engagement Programme has published a *'Quick Guide to Health and Housing'* and its housing programme focuses on three key elements:

1. How housing can help prevent people from being admitted to hospital;
2. How housing can help people be discharged from hospital; and
3. How housing can support people to remain independent in the community.

This brochure outlines how a local service is delivering to achieve these outcomes.

## Why housing?

Where people live, the physical quality, suitability and stability of their home, has a significant impact on their health, and hence on demand for NHS (as well as social care) services<sup>1</sup>.

Home adaptations and repairs both enable people to continue to live independently at home and improve quality of life.

A forward-looking view of the NHS which envisages not only prevention but also more health care delivered at or closer to home, will only be achievable if people live in decent, suitable homes where such care can be provided effectively.

### Health & Housing Links

- 2 million older households live in non-decent homes, 78% in the owner-occupied sector. 95% of homes lack even basic accessibility features.
- Two thirds of people with dementia in the UK live in their own home in the community mostly in mainstream housing, with one third living on their own.
- Older people are more prone to falls, most of which occur at home with falls risk level linked to home hazards.

## A local solution

### Homewise Memory Matters: Supporting people with memory loss, dementia and their carers at home in East Lancashire

Homewise Memory Matters has been funded mainly by NHS East Lancashire Clinical Commissioning Group (CCG) since 2014. It is run by Homewise, a home improvement agency in Accrington, Lancashire that offers comprehensive, impartial help on all aspects of home improvement, adaptation, repairs and maintenance to enhance independent living in Hyndburn and Ribbles Valley.

<sup>1</sup> Nicol S, Roys M, & Garrett H (2015) *Briefing paper: The cost of poor housing to the NHS* Building Research Establishment

Homewise Memory Matters supports people with memory loss and dementia to stay at home continuing to live independently keeping them safe and out of hospital and residential care. It also works with their carers to ensure that they are aware of local services including respite care and have a network of support available to them.



Simple innovations in the home can make all the difference whilst advice on care, support and benefits ensures continued independence, good health and wellbeing.

Homewise Memory Matters makes the home a safe and comfortable environment for people with memory loss and dementia. It offers changes to support visual and orientation difficulties and other repairs and adaptations where necessary and appropriate. It also supports their carers by referring them to appropriate advice and support.

Caseworkers visit people for free in their own home and, working with their carers, come up with a plan to adapt the home environment to meet needs supporting the person to raise the funds needed, organising the work and offering advice on care, support and income issues. A feature of the project is the partnerships developed with other local agencies to offer wide ranging support meeting the client's holistic needs.

Since 2014 to June 2017 548 clients have been helped alongside their carers. As an example of their work, from April 2016 to March 2017 Memory Matters helped 226 clients with memory loss and dementia with work to their home. This included making the home safe and accessible with help such as:

- \* bannister and grab rails
- \* stair and bath lifts
- \* bath and shower boards
- \* bed levers

...to items supporting navigation and orientation to aid memory such as:-

- \* nightlights
- \* signage
- \* specially coloured items such as grab rails and light switches and
- \* memory aids such as memo minders, clocks
- \* items providing reassurance such as 'dementia bracelets'
- \* door alarms and sensors

*"My Mum feels a lot safer and now does not worry when home alone"*

Carer

In addition, some clients undertook repair and improvement work; many clients were helped with welfare benefits such as Attendance Allowance and offered advice about local care and support services. Carers, too, were supported with referrals to respite services and other support networks including sitting services, dementia support via the Alzheimer's Society, 'peace of mind' care plans and befriending services.



## 1 Reducing falls/Preventing hospital admission (2016)

A lady (79) who lives at home with her grandson, had no formal package of care in place, has poor mobility and numerous other health problems. Her grandson was waiting for an operation on his back and has very poor mobility. He helps with all aspects of daily living and was finding things increasingly difficult. There are no daily living aids in place and should the lady take a fall her grandson would struggle to help her. Her grandson does have to leave her home alone on occasions. Telecare including falls pendant alarm, smoke, CO1 and flood detectors were installed for when the lady is left at home alone and following a referral to Social Services a care package of evening and night visits was also put in place. Bannister rails and landing rails were prescribed and now the lady can access upstairs once again safely with the assistance of her carers and grandson.

### SAVINGS

Reduced risk of unplanned admission to hospital (each incidence) £2,837<sup>2</sup>.

## 2 Preventing admission to residential care (2017)

A gentleman (75) lives alone with no social care package, has poor memory with no diagnosis. He recently had a stroke and is losing weight. He was admitted into hospital due to pains in his groin and a brain scan was also carried out. He has problems with his heart and suffers from depression and anxiety. His mobility is poor but manageable, but there are no daily living aids around his home to help him remain steady on his feet, he struggles particularly with bathing. His wife passed away two years ago and he has not got over the loss.

- Referred to Age UK; this resulted in him attending a grief counsellor and a men's club both with the assistance of an Age UK liaison officer
- Referred to Occupational Therapy for bathing and daily living aids
- Homewise installed nightlights and fundraised for a dementia clock
- Referred to Social Services for a package of care to help with bathing, meals and medication prompts to enable him to stay safely at home.

### SAVINGS

Reduced risk of admission to residential care – annual costs £25,636 per year<sup>3</sup>.

Homewise Memory Matters - based on local residential care costs for people with dementia - estimate savings at £39,000 per year.

## The Impact

Through the support given by Homewise Memory Matters people with memory loss and dementia have been able to continue living at home independently and their carers supported to help them to do so.

Their performance data in 2016 – 17 identifies:-

### OUTCOMES

226 people were helped. Out of these:-

- 66 applications for benefits were made, mainly for Attendance Allowance (total increased benefit including all benefits was £119,043.34 for the year<sup>2</sup>)
- 126 people were referred for telecare
- 79 for Occupational Therapy
- 156 had support from Homewise with works to the home
- 40 were referred to the Alzheimer's Society for practical support
- All 226 carers seen were signposted to carers agencies and/or Social Services for advice and support

### OUTCOMES

Approximately 2 months after the home assessment and interventions clients are contacted and the following outcomes met: -

- 103 people benefitted from a reduction in falls
- 111 identified improved wellbeing and personal safety
- 22 had improved home security
- 39 saw a reduction in social isolation
- 86 saw improved wellbeing of the carer
- 108 cases prevented hospital admissions
- 109 cases prevented residential care admission

*"Wow ... the benefits for patients and their carers must be dramatic"*

Hyndburn Locality Manager East  
Lancashire CCG response to early monitoring in 2015



*"The patients I have seen by Homewise have been made safer and able to continue to live at home due to this service"*

Over 75's Community Matron

<sup>2</sup> Unit costs of health and social care PSSRU

<sup>3</sup> Unit costs of health and social care PSSRU for general residential care

<sup>4</sup> Since inception annual increase in benefits of £298,000 has been achieved

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 | 37 | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 | 49 | 50 | 51 | 52 | 53 | 54 | 55 | 56 | 57 | 58 | 59 | 60 | 61 | 62 | 63 | 64 | 65 | 66 | 67 | 68 | 69 | 70 | 71 | 72 | 73 | 74 | 75 | 76 | 77 | 78 | 79 | 80 | 81 | 82 | 83 | 84 | 85 | 86 | 87 | 88 | 89 | 90 | 91 | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 100 |

Care & Repair England (Charitable Society Reg. No. 25121R) aims to improve older people's housing. It innovates, develops, promotes and supports practical housing initiatives & related policy and practice which enable older people to live independently in their own homes for as long as they choose.

Homewise aims to serve the community by providing comprehensive, impartial help and advice services on all aspects of home improvement, adaptation, repairs and maintenance.

Every effort has been made to ensure that the information in this document is accurate. However, Care & Repair England does not accept any responsibility for errors or omissions.

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## Preston Care and Repair handyperson service



This brochure summarises the impacts and cost benefits to the NHS and Social Care of the Preston Care and Repair handyperson service based on the findings of an independent evaluation.

- improved older people's physical health
- improved mental health
- prevented/reduced risk of acute health episodes and unplanned hospital admissions
- reduced GP visits/calls on other health professionals' time
- extended safe, independent living at home
- improved wellbeing and quality of life
- High rate of Return on Investment - fiscal and societal
- For falls reduction alone ROI was 4.28:1 i.e. every £1 spent on the handyperson service health and social care saved £4.28

## The NHS England view of housing

The 'Next Steps in the NHS Five Year Forward View' highlights the importance of keeping people healthier for longer, improving care, reducing health inequalities and working jointly across professional boundaries, including housing.

NHS England (NHSE) is signed up to a national Memorandum of Understanding as a commitment to support joint action across housing, health and care. NHSE's CCG Engagement Programme has published a 'Quick Guide to Health and Housing'

This brochure outlines how an independently evaluated\*1 local handyman service is contributing to achievement of NHS, Public Health and Social Care outcomes.

*"As I live on my own (with health problems) I sometimes feel vulnerable. I can trust Preston Care and Repair to send me a vetted, trustworthy worker"*

## Why improve older people's homes?

Where people live - the quality, suitability and stability of their home - has a significant impact on occupants' physical and mental health. There are quantifiable costs resulting from housing disrepair, with annual first year treatment costs to the NHS and social care in excess of £1.4bn\*2

A forward looking view of the NHS, which envisages not only a greater emphasis on prevention but also health care increasingly delivered at or closer to home, will only be achievable if patients live in suitable, decent and adapted homes where such care can be safely provided.

- Each year around 30% of people aged 65yrs+ and 50% of those aged 80yrs+ experience a fall, most of which occur at home and with falls risk level linked to home hazards
- 2 million older households live in non-decent homes, 78% in the owner occupied sector
- Many long term health conditions have a causal link to or are exacerbated by poor housing e.g. respiratory conditions, arthritis, mental health problems, heart disease, stroke etc.

## Preston Care and Repair handyman service

- helping older people live independently and well at home

Covering four Lancashire Boroughs - Preston, South Ribble, Chorley and West Lancs - the Preston Care and Repair handyman team carry out a wide range of small repairs and minor adaptations in the homes of older and disabled people. They offer everyone a 'Healthy Home Assessment' with remedial measures to reduce home hazards, particularly to reduce falls risk, and also alert Care and Repair caseworkers if they identify older people with other housing issues.

\*1 <http://careandrepair-england.org.uk/wp-content/uploads/2018/07/Small-but-Significant-Handyman-Evaluation-CRE-2018.pdf>

\*2 Nicol S, Roys M, & Garrell H (2015) *Briefing paper: The cost of poor housing to the NHS* Building Research Establishment

## The Impact

Results of the independent evaluation of the Preston Care and Repair handyman service.

### OUTPUT

1,865 handyman jobs were completed for 929 older people in the year, with volunteer input into 268 jobs, in a year <sup>3</sup>

- Nearly half of those helped by the handyman service are over 80yrs (46%), older women (77%), living alone (72%) often living with chronic long term health conditions and disability.

### OUTCOMES

Preston Care and Repair handyman service has a significant impact on older people's mental and physical health, wellbeing, independence and quality of life.

- Falls risk was reduced for 37% of the older people using the handyman service.
- Improved wellbeing was a key outcome for 90% of older service users
- Other outcomes include reduced risk of hospital admission, faster, safer hospital discharge to home, improved safety and security, reduced worry and stress associated with maintaining the home.

The handyman service provides older people with great relief from worry about their home, making them feel more independent and in control. It is exceptionally highly valued.

- 96% of older people said that the handyman service made them less worried about their home.
- 100% of older people said that they would use the service again and would recommend it to others.
- 77% said they would not have jobs done if the handyman service was not there due to worry about finding a trustworthy builder.
- Trust was a key factor. It was important to older people that the handyman service was delivered by a local, not for profit, trustworthy provider to which they had ready access i.e. a phone call away.



For every **£1 spent** on the handyman service the saving to health and care from falls reduction alone is **£4.28**. (This return on investment does not include many of the other fiscal and social gains e.g. improved wellbeing, reduced anxiety, hospital discharge etc.).

<sup>3</sup> 12 month equivalent figures based on 9 months data collection. Additional handyman jobs were completed e.g. for younger disabled people (not included in these figures)

There is a strong policy drive to encourage greater integration and partnership working across sectors, particularly with regard to prevention and extending healthy, independent later life. As this report highlights, older people identify handy person services as a very important resource to enable safe, independent living at home. The impacts of handy person services straddle health, housing and social care aims and objectives. They offer a highly cost-effective solution with significant cost benefits and a high rate of return on investment, both financial and social.

*"My husband used to do everything, so it makes all the difference to me just knowing Preston Care and Repair are there. It makes me feel that I can manage. It is such a relief when you have never had to do these things and you don't know where to turn to."*



Victoria (Gloria) Pasquini, England

Care & Repair England (Charitable Society Reg. No. 25121R) aims to improve older people's housing. It innovates, develops, promotes and supports practical housing initiatives & related policy and practice which enable older people to live independently in their own homes for as long as they choose.

Preston Care and Repair is an independent home improvement agency with charitable status (Registered Society 27847R). Over the past 20 years it has grown to cover Preston, South Ribble, West Lancashire and Chorley. It provides practical help and support with all aspects of being safe, secure, warm and independent including home repairs, adaptations and improvements as well as independent advice and information.

Every effort has been made to ensure that the information in this document is accurate. However, Care & Repair England does not accept any responsibility for errors or omissions.

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Published 2018

## Integrated Home Improvement Service Case Studies

Our client was 82 years old and living alone. The client was known to Help Direct and referred to the Warm Homes Team by Lancashire Fire & Rescue Service (LFRS). The Fire Service had undertaken a fire risk assessment and the client had been deemed at high risk. The client had no heating apart from an open solid fuel fire in the lounge area. At the time of the Home Improvement Agency's (HIA) initial visit the client's electrical system had failed and she was left with no lighting and at risk of falling on the stairs. As a temporary measure the HIA installed fixed motion lights to the staircase to prevent a fall. The HIA then arranged for an electrical rewiring of the property part funded with a successful application for a grant from the Electrical Safety Council. Each room within the property was cluttered with the client's belongings and many of the electricians approached were reluctant to take on the work. The HIA agreed to make their Handypersons available throughout the work to move around the client's belongings to enable the contractor to complete the flooring and the contractor ceased all work. The HIA arranged for a lab report to examine the asbestos and the air clear was given. The electrical rewiring was complete with storage heaters and mains operated smoke alarms included within the work. The HIA liaised with British Gas to provide the connection to an economy 7 tariff. With the new electrics in place, the HIA also arranged for an Occupational Therapist assessment and a stairlift was installed through the HIA with funding from a Disabled Facilities Grant. In addition several Handyperson jobs were also completed. The HIA also assisted the client to increase their benefits with Attendance Allowance and Pension Credit. This enabled the client to fund the cost of new Double Glazing to replace the existing single glazed units as part of the work.

An OT made a request for disabled adaptations at a property. The Home Improvement Agency (HIA) assessed the works and determined that the only available option at the existing property was a two storey extension. The cost of the works would exceed the maximum amount allowed as a Disabled Facilities Grant and so the applicant would need to apply to the county council for hardship funding. The client's property was privately rented and the client would have little security of tenure on completion of the work. The HIA discussed various options with the client and made enquiries with Council Housing. An alternative council housing property was identified nearby. The OT visited and confirmed the property already met the client's needs and the client moved to the new property. The Caseworker also made an application for charitable assistance for the provision of carpet floor coverings for the new home.

An 80 year old client with mobility issues was visited by our Handyperson Service. The client couldn't use the taps on wash hand basin. The Handyperson Technician was unable to replace the taps as they were very old and rusty, and would break basin. A Technical Officer visited and showed client various options and costs for replacing the basin and taps with lever action taps. Client agreed to proceed with works and Handyperson Service revisited and completed job.

Carve & Repair  
(Wyre and Fylde)



Chorley  
Council





## Integrated Home Improvement Service Case Studies

We received a referral from the hospital discharge team at our local Hospital for Mrs K who is 92 years old and lives alone in her own property with mobility issues. Mrs K's front door had been damaged due to the Police having to force entry to allow Paramedics access to the property to treat Mrs K. Mrs K was now medically fit for discharge, however the front door had not been repaired. The handy person service repaired the main front door and internal door to the hallway. Repairs were carried out to the casings on each door surround, replacing the deadlock on the main front door. We also referred Mrs K to our caseworker for a healthy home assessment to see how else we could help when she was home. The work completed by the handy person service enabled a faster, safer hospital discharge and ensured the property was secure. Mrs K was "Very happy with the work, a good job done. The hospital staff and Home Improvement Agency took the worry away from trying to sort the repairs out myself."

We received a purchase order from an OT at a local Hospital for a stair rail to facilitate a hospital discharge. Mr R had recently had a hip replacement and was medically fit to go home, but needed a stair rail so that he could independently access bathing and toileting facilities upstairs. We contacted Mrs R's wife to arrange fitting the rail. Mrs R works full time and was unable to arrange time off work at such short notice, so we agreed to carry out the work outside of our working hours so that Mr R could be discharged and return home.

We were contacted by Mrs Y's son as Mrs Y who is 85 years old and living alone with general mobility issues was struggling to safely transfer into the bath. The Technical Officer arranged to visit Mrs Y and her son to give information regarding bathroom adaptations, and checked they would not be eligible for a local authority disabled facilities grant. The technical officer provided information on level access showers and explained that we could give details of contractors if they wanted to arrange the work themselves or we could assist in managing works for a fee. I outlined the service they would receive if we project managed the work.

Mrs Y and her son decided they would like us to be involved as they were unsure about managing the works themselves and wanted everything to be right. The technical officer measured up the bathroom while at the initial visit. The technical officer produced plans and a schedule of works which Mrs Y and her son approved prior to getting prices. We tendered the works and costs were agreed, we organised the contractor to carry out works. Prior to the works starting Mrs Y had been admitted in to hospital due to a fall in the home this had resulted in her needing carers to assist her with bathing. With the bathroom adaptation being completed Mrs Y is now able to independently bathe again. Mrs Y and her son's feedback was that they felt we had operated with the upmost professionalism and consideration for Mrs Y's needs, and that they were overjoyed with the quality, efficiency and considerate way the works were carried out. Having the shower has helped Mrs Y gain some independence and confidence back in her home.

Mrs Y and her son felt that without our input and support they may have had an adaptation that was not suitable to Mrs Y's needs and that Mrs Y would have had to move to alternative accommodation.

Care & Repair  
(Wyre and Fylde)



Chorley  
Council



msv  
Mental Health Support  
Volunteers



PROTECT, CARE & REPAIR  
Healthy homes, healthy people.

## Integrated Home Improvement Service Case Studies

We received a referral for a gentleman, in his 70s, who is receiving palliative care and needed 5 banister rails fitted urgently to keep him safe in his home. When we were fitting the rails, he mentioned walking frames for upstairs and downstairs would benefit him so we advised him to contact his OT. He was told he would need a doctor's referral for physio to come and assess him; but this would take time he probably hasn't got, so we went out the day after and supplied him with 2 recycled walking frames from our recycling project. The client can now get around the home safely without the risk of falling.

An 89 year old lady was struggling to lock her door. She had recently had a lock fitted by someone recommended but they'd fit the wrong handles, therefore our Handyperson replaced the them with the correct one, at the same time he carried out a security check and fitted a free padlock.

A client was referred to us by a neighbour. She is 87 years of age and a widow. Her mobility is poor having had a bad fall in 2017, she now has back problems and is very frail. The client could not keep her house warm and the only heating she had was electric oil fire radiators. She asked if we could help with a proper central heating system, but did not have any gas connection to the property. Our Technical and Casework officers worked with partners and charitable trusts to secure funding for the work to be completed. A gas connection was made to the property and a full central heating system was installed.

We received a referral for a gentleman aged 88 who is still very active with good mobility but has a diagnosis of vascular dementia. He lives with his wife in a small village and a close community. The gentleman still likes to go for walks that he has taken for many years, he has in the past become disorientated, but neighbours have helped him home safely. His wife is very proactive at keeping them busy, she finds that when he is out, his conversation and mood is far better. We were able to supply a guardian angel buddy bracelet to assist his safety when out on walks and informed his wife of all the local groups that she was not aware of, they now attend different luncheon/activity groups four times a week, although this has proved to be quite costly. As the gentleman was not receiving Attendance Allowance this was applied for and granted – it now goes towards the costs of social activities. Full signage was supplied to help him navigate around his kitchen and bedroom, which has increased his independence. The Handyperson service jet washed their patio to prevent falls and recommended a cleaner.

Mrs C is 67 years old, lives alone in her own property and has Arthritis which affects her mobility. Mrs C has used our service a few years ago for various small repairs around her home. Due to her decreased mobility Mrs C contacted us to power wash the paths so that she could safely access the property, get to the bins and access the garden. The paths were very slippery due to lots of trees surrounding the property. Whilst power washing the paths Mrs C mentioned the garage window frame had rotten and was starting to fall out. The technician assessed the work and advised we'd be able to make and fit a new window through our Minor Works Service. A quote was sent for the work which Mrs C accepted. The garage is now secure and dry, Mrs C no longer worried about her mobility scooter getting damaged or stolen.

Care & Repair  
(Wye and E Wind)



Chorley  
Council



msv  
Minor Works Service  
2017-2020



MSH  
Mental Health Support Hub  
In-Care, Care & Repair  
Healthy homes. Healthy people.

## What our Clients say about the Integrated Home Improvement Service

I cannot say how wonderful the service is to me as an elderly widow with no family to help out. Gives me great peace of mind to know help is at hand. Thank you.

The handyman was kind and thoughtful. I am 81 yrs my husband is 85 yrs and some days we do find it hard to cope.

I just want to comment the wonderful service that you offer people like myself who have health problems and feel vulnerable. The handyman you sent out are helpful, polite and give us reassurance we can go on living on our own, knowing there is someone to help us. Thank you from the bottom of my heart.

Really pleased to have found you!  
I recommend you to all my friends!

My gate was repaired so I feel safer and secure in my home. I don't feel anxious or stressed anymore knowing that there is less chance of anyone entering my property

The handyman helped me to put in a bath grab rail. This will help me to get out that bath easier and feel better not to worry to fall. He also made sure my patio doors lock properly with a minor repair when he heard I have been burgled two weeks ago

Finding someone to do small jobs gets harder and harder. Your service is very helpful to people living on their own. It gives peace of mind knowing that someone is around to support me and I feel safe to have that person in my home.

The assessment was carried out very quickly, the installation of the grab rails completed within a week. The whole experience has been very positive I feel more confident in my home.

We could trust you to help us and send approved workmen. We didn't realise that our chimney was blocked. We certainly could have passed away with Carbon Monoxide Poisoning. Thank you to everyone involved, it could have ended in tragedy but for your help. We are very grateful

Very nice, polite and well mannered man, who left everything lovely and tidy and has done a good job, well appreciated. I feel much more steady when I both leave and re-enter the house

Fast response to correct my lighting and avoid accident. Please retain this valuable service for the elderly and infirm. This is an excellent service of the elderly particularly when no relatives to help.

So pleased with the service you provide. Without you I would find it very difficult to keep on top of the many problems that arise from being a home owner.

You recently did some work for my parents. I just wanted to write and thank you. My parents were very impressed and extremely pleased with the service you offered. The speed at which the job was assigned was fantastic and the level of service the two chaps provided was brilliant!

I always feel safe when I use your service.

Care & Repair  
(Wye and Fryde)



Chorley Council



msv  
Mental Health Support  
Vocational Services  
Community Support

msv  
Preston Care & Repair  
Healthy homes, healthy people

## What our Clients say about the Integrated Home Improvement Service

A HUGE thank you for this! It looks superb. I am so pleased we have found this solution. Thanks to everyone for the support – much appreciated.

The Key safe has made my life so much easier as my carers can access the property without me going to the door and risking falling.

I have been asked to pass on thanks to your team by a patient. He is delighted with the hand rails fitted for him and wrote to ask me to pass his thanks on. I get lots of compliments about the HIA handymen from my patients, so a great big thanks from them and me too. You are doing a great job!

Thanks for the speedy service. I was worried she would have another fall.

May I just take this opportunity to personally thank you on behalf of my Father and I. You have been exceptionally kind and extremely professional 10/10 for wonderful service.

Thank you for helping me get a boiler. I now have hot water and reliable heating. Thank you for all you do.

The service and care I receive from you is first class! All staff are friendly, trustworthy and helpful. This service is worth its weight in gold!

Your work was undertaken quickly and by pleasant staff. I have nothing but gratitude for the service you provided and it has increased our confidence within our home.

Having just moved to the area I would have had great difficulty in finding your service and would have taken a risk finding someone from the yellow pages. I am grateful for the help and introduction to the Integrated Home Improvement Service by Lancashire County Council and the Occupational Therapists.

I cannot thank you enough for all your hard work and kindness in securing me a donation towards my windows. It will make such a difference to my life. Thank you.

I am happy to know that I am able to keep my premises in good condition because of this service. I feel relief knowing I can rely on your services when I needed.

I am very elderly and live alone. I find it very difficult to find trustworthy builders to do large and small jobs around the house.

Familiar faces to Dorothy mean a lot. All the tradesmen that we have had through your organisation are very considerate to Dorothy's disabilities.

Excellent service as usual. I don't know what I would do without you.



Chorley Council



10 January 2018

Dear

**RE: BUDGET PROPOSALS 2019/20**

We are aware of the budget cuts considered at your last cabinet meeting amounting to £77 million pounds. At our recent full Town Council meeting, members expressed their serious concerns around the following issues:

1. The impact of switching off street lights will be catastrophic because we have already lost 800 police officers in Lancashire due to government cuts and your proposal will give the green light for petty criminals to commit crimes.
2. The proposal to reduce the family well-being service will have a massive impact on the Walton Lane Children's Centre in that it will lead to its closure. The children's centre was one of the first in the country to achieve beacon status. Already because of cuts, 16 FTE's have been lost. These proposals will decimate support for children with special educational needs and devastate parents who have no alternative provision.
3. Your proposals around adult social care, in particular reducing carers from two to one for those with complex needs could lead to loss of life and/or ensure that people end up in nursing homes or hospitals. We believe that this measure alone will end up costing not only the NHS but the County Council more in the medium to long-term.
4. The cuts to the 'break time' service which provides such a valuable resource to parents with the children's with S.E.N needs will adversely impact on the families potentially costing the County Council more and impacting on the families health and well-being.
5. On street car parking charges in Nelson will further discourage shoppers and businesses to invest in a town centre which is struggling. We are not Lancaster or Preston which are thriving city centres. Any improvements planned in Nelson will be destroyed by the implementation of car parking charges.

Clearly we understand that the governments cuts to LCC are having a massive impact in terms of your budget proposals but do believe that instead of spending monies on giving free iphones to Councillors it would be better spent on front line services.

We hope that the views expressed by all political parties on Nelson Town Council will be taken into consideration.

Yours Sincerely

Dear Sir/Madam

### Get Colne Moving – Transport Survey

recently sent us a letter updating us on some of the issues relating to the above. As a result we would like to submit our response for your consideration.

#### **Re-opening of the Colne-Skipton Rail Line**

Some 5 years ago we came to live in Colne after a 10 year spell in Cumbria. Prior to that, and prior to retirement I commuted daily on the Airedale line into Leeds, initially from Keighley and later from Steeton after that station there was reopened. Apart from the odd occasion when there were problems on the line the journey was fast and efficient. It was also used to capacity. On those occasions when I needed to drive into Leeds the journey took at least twice as long and involved sitting in long queues of very slowly moving traffic. In addition I had the added problem of finding parking which was also very expensive. The Airedale line is also very popular with shoppers going into Leeds. It has also proved popular with those wishing to visit the Dales and as far as Carlisle. When we lived in Cumbria we regularly used the line to visit Yorkshire and Leeds and again, regardless of the time of year, trains were always busy. We have no doubts that re-opening the Colne-Skipton line would prove popular and would be well used. It would also provide a valuable link with the Airedale line and into the Dales. Unless transport links are improved the North West, above Manchester and Preston, will suffer. We also need to try to get some of the traffic off the roads.

#### **Colne and Villages By-Pass and Traffic Congestion**

Living just off Red Lane in Colne we find ourselves in the middle of major traffic problems. Regardless of the time of day getting around or getting in or out of Colne is a nightmare. We struggle with the traffic on Vivary Way but the alternatives of going through Colne (Albert Road) or using Red Lane to go through Barrowford are just as bad. Red Lane has become a "rat run" with cars and vans trying to avoid the traffic going far too fast for the narrow twisting road. It is only a matter of time before there is a serious accident. Red Lane also has the additional problem of parents collecting their children from Sacred Heart School. They park on both sides of the road with total disregard for the yellow lines, making it impossible for two way traffic. Equally they ignore the "no parking" signs in our cul-de-sac. There are times when it is virtually impossible to get to and from our house. Again it is only a matter of time before there is an accident or there is a need for emergency services to get through. We have even had to put up with abuse for asking them to move to let us through. As the cul-de-sac is

the last turning point before the road substantially narrows and the weight restriction applies we also have large wagons and buses turning round, often driving over the kerbs. A By-Pass is the only answer to the traffic problems.

#### **Street Parking Charges**

Despite all the traffic problems above, Colne has managed to maintain a vibrancy and attractiveness that many small towns have lost. This has not happened by accident – there are a lot of people working very hard to achieve this. We have a wide variety of small specialist shops and the owners/shopkeepers work hard to attract customers. We also have an MP who is passionate about the town. The town centre isn't large and doesn't have much in the way of car parks. Applying on street parking charges will deter people from going into the centre of the town and push them into using large shopping centres further afield with easy, free parking.

We are sending a copy of this letter to

Yours faithfully

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Dear

**On-Street Parking, Great Harwood**

I write to inform you that at a meeting of Hyndburn Borough Council Full Council held on Thursday 10<sup>th</sup> January 2019, a motion relating to "the proposal for charges for on-street parking in Great Harwood being abandoned" was moved and seconded.

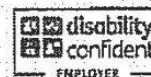
It was resolved that I write to yourselves to request that the proposal in Lancashire County Council's budget for 2019/20 to introduce on-street car parking charges in Great Harwood is abandoned.

This Council believes that this would be a regressive move for the high street shops in Great Harwood and the introduction of on-street parking would drive customers away. The changes that have occurred in the retail sector means that we need to be innovative in our approach in supporting our high street and the introduction of on-street charges would go against this.

We request that the proposal to introduce on-street car parking charges in Great Harwood is abandoned.

Yours sincerely

**Hyndburn Borough Council**



27 DEC 2018

Date 21<sup>st</sup> December 2018

Dear

**On Street Parking**

At our Full Council meeting on 19<sup>th</sup> December 2018, the following motion was considered and approved:

"That this council resolves to write to Lancashire County Council to urge that the proposal in their budget for 19/20 to introduce on street car parking charges in Burnley and Padiham be abandoned.

We, the council, believe this is a regressive move for high street shops and other businesses in Burnley and Padiham town centres that will drive customers away. The changes in the retail sector especially mean we need to be innovative in our approach in supporting our high street and this goes against that."

I should therefore be grateful if you would report this to your Cabinet and Full Council, when considering the item at your budget meetings.

Continued ....

In addition, as requested by Burnley Civic Trust, please find attached a copy of their letter outlining similar views.

Many thanks.

Yours sincerely

7th December 2013

Dear

PROPOSAL FOR PAYMENT OF PARKING  
ON STREETS

---

We have noted the proposals of the Lancashire County Council publicised in the local press and would ask that Burnley Borough Council objects to this idea.

The present system of up to 40 minutes off street parking works very well for everyone from car users to local shops and businesses. To withdraw this facility will only ensure that Burnley centre becomes a ghost town and the public will be sorely inconvenienced. To make this proposal at a time when the high street generally is under so much threat seems to us to be rather foolish and the amount brought in by the proposal would be insignificant in relation to the total deficit of the budget of the County Council.

If you agree will you please make strong representations and forward a copy of this letter to the County Council.

Yours sincerely,

Dear all

We are writing to you as a collective group of secondary Pupil Referral Unit (PRU) Headteachers to express our frustration and anger over the further proposed budget cuts that will impact directly on the most vulnerable pupils in the county, some of whom have social, emotional and mental health needs. We are hoping that you will be able to help us in ensuring that the pupils who need the most help are not failed yet again through local authority decisions.

We understand the financial constraints that the LA is under and we have taken part in discussions and planning meetings with the High Needs Funding Forum. At a meeting on Monday 19<sup>th</sup> November 2018, we agreed to cut the £2,000 per place funding for any pupils requiring additional high support. The impact of this cut will be different for each PRU, but we recognised and supported the cut as we understood the pressures on the schools' budget.

However, following that meeting Headteachers received an email at 18:35, Friday 23<sup>rd</sup> November via \_\_\_\_\_ (Head Teacher of Virtual School for Children Looked After and Vulnerable Children), informing them that all taxi transport for permanently excluded pupils will be stopped from April 2019. There was no mention of this cut in the meeting of the 19<sup>th</sup> November despite \_\_\_\_\_ being present. There are wider implications for some of the PRUs with this proposed transport cut which will directly affect the children.

There are seven PRUs to cover the whole of Lancashire and in each PRU there are pupils who have to travel long distances in order to attend school. To explain with a case study may help you to understand; one pupil attending Oswaldtwistle PRU will have to catch the 06:45am bus from Whitworth to arrive in Accrington Bus Station at 07:58. They may miss the 08:03 bus and may have to wait for the 08:18 bus to Oswaldtwistle Centre. They will then have a 15-minute walk to school. They will have been travelling for almost two hours to get to school. For many pupils who have been permanently excluded there are complex underlying reasons why the exclusion has happened. In many cases pupils have underlying social, emotional and mental health needs that have not been picked up by their mainstream schools. This was also identified in the LA Ofsted area SEND inspection (January 2018.) Other underlying needs may include autism, communication or learning needs. Many pupils have been let down already by the school system and by the time pupils arrive in the PRU their attendance and motivation to engage with education is at rock bottom. How will that pupil then motivate themselves to travel for two hours to get to school? The system will once again have failed them. Wherever possible Headteachers encourage pupils to use public transport and provide bus-passes, so where a pupil is within travelling distance of school this is encouraged. Our concern is for the pupils who have long distances to travel from a wide catchment area.

In one PRU the cost of transport for the financial year was £50,000 and the cost so far, this financial year is £29,000. This PRU also provides bus passes wherever possible.

The number of permanently excluded pupils who are presently using taxis are as follows:

Oswaldtwistle School	58 pupils
Shaftesbury High School	49 pupils
Coal Clough	78 pupils (including six year 8s)
The Acorns School	39 pupils (including one year 7 and seven year 8s)
Larches High School	14 pupils
Chadwick High School	7 pupils
McKee College House	28 pupils

The cut in transport is only to be applied to pupils who are permanently excluded but how will the LA justify to parents living on the same street where a pupil attending the PRU for a mental health/medical reason is allowed a taxi and the child next door who has been permanently excluded is not? What would happen if that permanently excluded child then receives an EHCP for social, emotional or mental health? Where would the LA stand and would the parent have rights under the Equality Act 2010?

There has also been a cut to the number of places commissioned across the secondary PRU sector. Four of the maintained PRUs have been informed that their place funding will be reduced. PRUs have also been told that any places commissioned by the mainstream schools will not be funded if it takes the school over their agreed commissioned places. This will impact directly on permanent exclusions; if a PRU has been commissioned for 100 places and they have 90 statutory (medical or permanently excluded) pupils then they will be able to offer 10 'intervention' places to schools. These are usually for a short term to support the school, pupil and family to return successfully back to their mainstream school and avoid a permanent exclusion. However, if that PRU then has an increased number of statutory pupils to take them to 100 statutory pupils they will then have to decline any intervention places as they will receive no funding for that pupil.

PRUs are working hard within their own local areas to work collaboratively with mainstream schools to aim to reduce the tide of permanent exclusions through intervention and support. The LA has one of the highest permanent exclusion rates in the country. The knock-on effect of budget cuts, taxi transport cuts, place funding cuts and caps on intervention places will only impact negatively on the rates of permanent exclusion. There needs to be some long-term thinking and planning to enable PRUs and schools to be more pro-active. This letter unfortunately highlights the short-term monetary gains against the longer-term expense of increased numbers of NEET unqualified young people who have been failed by their local authority and will be unable to make a positive contribution to society. PRUs have always had every child at the heart of their work and work tirelessly to help turn lives around so pupils leave the PRU with qualifications, aspirations and a drive to succeed in life. Please help us to make sure this vision remains and we can continue to support and help the most vulnerable children in Lancashire.

Yours sincerely



08 January 2019

Dear

**Response to Lancashire County Council Draft Budget 2019/20  
Service Challenge Proposals for Adult Social Care and Public Health**

I write on behalf of the West Lancashire Integrated Community Partnership (ICP), which is the Integrated Care Partnership for our geography. Both the December and January ICP meetings took receipt of and considered your service proposals. We have considered them with full understanding of the financial and efficiency challenges that your organisation is faced with. With that in mind, we know that not making significant service changes is not an option. There are some elements of your proposals however that do give us a greater level of concern, but we also see that these areas are ones by which we could work collectively to define and adopt a different, innovative, more efficient and sustainable approach.

**Redesign of identified public health and behaviour change services.** We acknowledge that the wellbeing service will cease. We are concerned about this but, in West Lancashire, we have made investment to related services (such as social prescribing) where we see that with some redesign, we can mitigate against the impact of reduction of some of the service reductions currently proposed. This would include drawing in to the model community restart funding and the thoughts locally about the development of recovery college model. This has a direct relationship with our ICP priority of protecting good physical and mental health. It will demand our commitment from a number of key partners to make this a reality and our ICP provides the vehicle to achieve this.

**Service proposals relating to the care sector.** One of our ICP priorities is about stimulating, sustaining and innovating around the care sector. We well understand the challenges for this sector locally and we see further collaboration in working together in putting resilience into the care sector for the short and longer term. We note that a number of the budget proposals are aiming to better manage demand for such services, and we would like to have a joined-up approach across the system to understand the impact on the finances and sustainability of the system in West Lancashire

We welcome the input your organisation is giving to the ICP in West Lancashire through Tony Pounder and we look forward to working more closely together to find solutions for West Lancashire that mitigate against any potential adverse impact for the local population and users of these services.

Yours sincerely,



14/01/19

Dear sir/madam,

**Re: Consultation response to LCC's Budget Proposed budget savings for 2019/20**

Thank you for your email regarding LCC's proposed budget savings for 2018/19. As invited, I wish to make the following observations as feedback which I submit to you as part of the official consultation process.

I am mindful that the County Council has a budget shortfall of £135 million for the period 2019 to 2023, as the result of cuts by the Conservative and previous Coalition Government, however I have serious concerns about many of the proposals outlined in the proposal document and wish to register my particular concerns on the following issues:

1. **SC023 proposes reduced street lighting in some residential areas**, namely no lighting between midnight and 5am. With police numbers having faced unprecedented cuts over the past 5 years, this would in my view be foolish and reckless in the extreme and in effect a burglar's charter. Current police advice states that effective lighting is the most important deterrent against burglary. The proposal would also leave night and shift workers (including nurses) increasingly vulnerable to assault as they travel to and from places of employment, often alone, at night. My Burnley and Padiham constituents have a right to feel safe on the street and in their homes.
2. **SC609 proposes the 'remodelling' of the Health Improvement Service**. This terminology 'remodelling' is misleading to say the least. In reality this will mean that service users will have a **reduced** access to drug and alcohol rehabilitation services, obesity services and smoking services, all of which will be to the severe detriment of constituents seeking support to improve their health and wellbeing. This proposal is in my view short sighted and would leave those who wish to take responsibility for their own health, stranded high and dry without support. In addition to the personal misery and unfulfilled potential experienced by many of those experiencing alcohol and drug dependency and their families, such problems can spiral if not addressed, culminating in acute need. This in turn goes on in many cases to places huge demand on the National Health Service, Social Services and the Criminal and Justice Service. It also flies in the face of the Government's recently announced 10 Year Plan which advocates a far greater focus on working with the public to promote healthy lifestyles and make positive changes. Similarly, smoking cessation and obesity support service cuts would represent missed opportunities to make positive interventions, sacrificing long term gains in favour of short term savings.

3. **SC514 The proposal is to increase costs for self-funders accessing day care services by an eye-watering 15%.** It is well-documented that many self-funders are already unwittingly subsidising those funded by the local authority due to the County Council's implementation of Government funding cuts. To further increase the financial contribution of the elderly and vulnerable to make up the shortfall by such a significant percentage is simply unfair. With Loneliness and isolation now recognised as one of the greatest public health challenges of our time, the disabled and the elderly are particularly vulnerable. In addition to the general imperative for public services to do all they can to alleviate personal suffering and distress, there is also strong evidence that failing to address this issue can increase the pressure on a wide range of council and health services. The proposal is therefore short-sighted.
4. **SC611 Cuts to Home Improvement services.** This proposal also targets those who are predominately elderly or disabled and in reality means that there will be a reduction in aids to independent living and adaptations to prevent falls. Again, this not only negatively impacts service users causing unnecessary hardship and suffering, but is extremely economically short-sighted. Those who may well be able to live independently with minor adaptations to their homes, will be forced into the social care system or even experience preventable falls requiring hospitalisation and ongoing treatment and support at far greater expense.
5. **SC608 The proposal to limit the provision of the Welfare Rights Services** This will not only cause redundancies to those working in this field but in the words of LCC's own impact assessment, 'will be unable to support as many vulnerable people at a time when we expect the need to grow.' Again we see the most vulnerable bearing the brunt of these proposals.
6. **SC1199 The proposal to remove the Breaktime** service which supports the parents and siblings of children with special educational needs and disabilities (SEND). For many parents this service represents a lifeline as they struggle to support children with sometimes extremely challenging conditions. To remove this support and provision could be the final straw and the difference between coping and not coping. Again there are significant human and economic consequences when people who have been able to manage with a little support are denied that support and become unable to cope.

It is very apparent to me that the most vulnerable groups would be disproportionately affected by the above points 2-6 and for this reason I believe that the proposals are unconscionable and should not be implemented.

I would also like to formally put on record my strongest possible disapproval at the following budget plans which I understand **do not** require consultation:

- **SC109- End external audit of child safeguarding services**
- **SC112 Cut budget for children's social care, fostering, adoption, youth offending team and SEND**
- **SC136 Reduce budget to support looked after children and those leaving care.**
- **SC358 cut to legal services for child protection**

To fail to safeguard and meet the needs of our most vulnerable children and young people would represent a gross dereliction of duty and care and abdication of responsibility and accountability which could have the most appalling consequences. I believe that LCC should reconsider these plans as a matter of urgency. To proceed with these plans would be dangerous in the extreme with potentially fatal consequences in addition to being morally reprehensible.

- **SC501 Reduced access to residential care for the elderly**

- **SC505 Reduction for those with severe disabilities requiring double handed home visits to cope at home to single handed visits**

Again it seems that these measures unfairly target the elderly and those who are less able to fend for themselves without support. This is inhumane and makes no economic sense. People will not suddenly begin to be able to manage at home when their support is cut, they will instead experience considerable suffering and require increased use of acute services when they can no longer manage.

- **SC034 –increased on-street parking charges in Burnley** – This will have a negative impact on town centre businesses in an already challenging economic business environment.

In conclusion the areas which LCC has chosen to target for these cuts reveals a shameful value system which has over and over again targeted those in greatest need who are the least likely to be able to raise their voices to be heard at consultation. For this reason, and in the interest of sound economic sense I urge the Council to reconsider.

Yours faithfully

Dear Sir/Madam

**Budget Consultation Response from Burnley Borough Council**

I am pleased to see the County Council tackling its budget challenges and would like to thank you for the opportunity to provide feedback.

On behalf of Burnley Borough Council, I wish to make the following points in connection with some of the proposals.

- **SC023: Highways: Part Night Lighting**
  - The proposal could, potentially, have a negative impact on community safety in some neighbourhoods in Burnley. We request that, through the Pennine Community Safety Partnership, we are consulted on the neighbourhoods affected and that if a threat to safety or perceived safety is identified, that the lights remain switched on.
  
- **SC608: Welfare Rights Service**
  - A universal cut to the service will have a disproportionate impact on more deprived districts like Burnley. We would like the County Council to implement a targeted approach to the remaining service.

- **SC609: Health Improvement**
  - We welcome the proposal to deliver the service in a more targeted way. We ask that the County Council continues to engage in local partnerships, such as the Burnley Health and Wellbeing Partnership, to facilitate this approach and to ensure that health improvement activity is joined up with local CCG commissioned services.
  
- **SC610: Lancashire Well-being Service**
  - We note that LCC hopes that the VCFS will meet some of the demand when this service ceases.
  - To this end, we strongly recommend that LCC protects the Community Infrastructure Support grant which is worth £60k to Burnley Pendle and Rossendale Council for Voluntary Service. This provides for the CVS's bread and butter service; ie, supporting community groups with management and governance.
  - Without this support, it will be difficult to sustain the VCFS to meet demand.
  - We also feel that there is a need to ensure that any reductions in this service do not result in costs being transferred to other agencies such as the NHS.
  
- **SC611: Home Improvement Service**
  - We look forward to further dialogue with the County Council regards the proposal to fund the core service through Disabled Facility Grant allocations. Our initial view is that existing central government DFG allocations will need to be maintained at current levels to make this feasible.
  
- **SC012: Integrated Transport Services: use of taxis to transport children excluded from mainstream education**
  - This proposal will, potentially, have a disproportionate impact in Burnley given the high exclusion rates in the area. It may increase absenteeism and late arrival at school and therefore have a negative impact on attainment and aspiration.
  - We strongly welcome, therefore, the commitment to adopt an assessment procedure to ensure that proposal does not put an insurmountable barrier in the way of education for a small number of pupils.

- **SCO34: Highways Network Regulation: increase on street parking charging**
  - On 21<sup>st</sup> December, the Chief Executive of Burnley Council wrote to Angie Ridgwell in connection with this proposal.
  - This explained that, at a meeting of our Full Council on 19th December 2018, a motion was passed requesting that the proposal to introduce on street car parking charges in Burnley and Padiham be abandoned.
  
- **SC602: CFW: Reduction in family support workers**
  - Until the location of the posts proposed for deletion is known, it is difficult to assess the impact on Burnley. Any loss of staff will mean a greater caseload for remaining workers and so across the wider area less demand is going to be met.
  - Given Burnley is an area of high need, we ask the County Council to consider a targeted approach to service delivery going forward.
  
- **SC811: Economic Development**
  - Burnley Council fully supports the LEP, Marketing Lancashire and the Lancashire Growth Hub, as key agencies in promoting the economic growth in the County. In the absence of a combined authority, the LEP is the only county-wide (incorporating the two unitaries) body that is engaged with government on economic growth. It will play a lead role in developing and delivering a Local Industrial Strategy for the County.
  - As raised in the recent LEP review, it is right that there should be a clear separation between the LEP and the County Council, with the LEP having its own independent secretariat. However, this does raise questions as to how it is funded. We understand that LCC has carried the burden of the net funding requirement for these bodies for some years, and it is right that the other two upper tier authorities should pay a proportionate contribution.
  - However, given that they also face significant budget challenges, and nor do they represent 50% of the LEP area, then it is highly unlikely that the 50% gap could be met.
  - If districts, again facing their own funding issues, are to contribute then it needs to be fair and proportionate. If this does occur, any increase in contribution for District Councils should be aligned with increased representation and influence on the LEP, Marketing Lancashire and the Lancashire Growth Hub.
  - We would also want to see that efficiencies are made in the operation of these bodies. We would welcome the opportunity to further develop proposals in relation to this.



You will see from many of the above comments, that there is an overriding theme of making sure that any cuts are targeted to minimise the impact on our communities, and in particular protecting our most vulnerable residents,

I hope you will seriously consider these comments in making your final budget decisions.

Thank you for the opportunity to respond to the consultation.

Yours faithfully

Thursday 17<sup>th</sup> January 2018

Dear

## Lancashire County Council Service Challenge Savings

Thank you for the opportunity to comment on the proposed budget savings for 2019/20 and 2020/21. I understand that this is a difficult time for the County Council, with a huge amount of savings to be made as a result of the Government's austerity measures.

I am pleased to see that a large number of proposals will use digital transformation, service redesign, and restructures to drive efficiencies without impacting on the front line.

However, I do want raise concerns with a number of proposals where I feel there will be a potentially significant detrimental impact on Rossendale residents, which will ultimately cause additional pressure on the system further down the line. This is against both County and national policy and good practice.

The specific proposals I am most concerned about are:

- SC610 – Lancashire Wellbeing Service. This service is well used and well respected in Rossendale. The Council, Lancashire Fire and Rescue Service, the Police and local GPs all use the service to refer in vulnerable adults. Our Transforming Lives Panel provides a much needed multi-agency case management service, and uses the Wellbeing Service as a key referral pathway for people who are vulnerable, with a range of lower level complex needs. This is a major part of our prevention and early intervention work, which is designed to spot and tackle issues early in order to prevent them escalating. This preventative work fits with the Police, the NHS, Public Health and Social Care

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policies in terms of supporting people early to prevent cases becoming more serious and therefore having a bigger impact on local communities and service budgets.

To stop this service at a time when it is becoming embedded in the way we deal with a growing number of cases seems counter intuitive, and the pressure it will ultimately cause in Social Care, Health and Police budgets would be significantly more than the cost of the prevention work.

In Rossendale we have been working with the CCG, Public Health and others to look at ways we can join up a number of referral services and funding streams to get the best outcome for our residents. We see the Wellbeing Services being part of this solution. We would welcome the opportunity to continue these discussions before any decision is made about the future of this service.

- **SC611 – Home Improvement Services**

The Home Improvement Services and handy person services delivered in Rossendale by Mosscafe St Vincent's provide a valuable and necessary service which build confidence and resilience and enable people to remain independent in their own homes for longer. This is a key priority for LCC and the NHS. Without the LCC contract the organisation could be in danger of folding and this work would cease. This would have a detrimental impact on vulnerable people in the Borough, and with an aging population profile both here and across the County this has to be a real concern. The potential additional pressure on the NHS and LCC Social Care would far outweigh the £880,000 saving being proposed and appears to be a false economy.

The proposal implies that the funding gap could be plugged through District DFG funding. Whilst we want to be as flexible as possible with our DFG and would be happy to look at this, we are also bound by national guidance and policy on the spending of DFG. We would need this national and local (through the Better Care Fund steering group, the DFG Board and the Health and Well Being Board) policy and guidance to be changed in order to give us the freedom to use our DFG allocation in this way.

We would therefore urge you not to make a decision on this proposal until further work had been carried out by your officers to ascertain whether it would be possible to fund this work in a different way.

We are also concerned about the reduction in Welfare Rights Advice outlined in Proposal SC608, particularly at a time when concerns are being raised locally and nationally about the impact of Universal Credit and increases in the use of food banks and rising child poverty.

The £2.175m proposed saving from Health Improvement Services outlined in Proposal SC609 is also a concern, particularly the potential reduction in access to rehabilitation services. We would want to know what specific impact this may have on Rossendale residents before any access to service is removed.

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There are also a number of proposals in the document entitled Service Challenge Savings (Consultation not required) which we feel may have a detrimental impact if the cumulative impact of all the proposals are considered. We would urge you to carry out some urgent work to weigh up the cumulative impact before any decisions are made. By looking at this cumulative impact it may mean that some of the proposals will need to have formal consultation in order for your Councillors to pay due regard to their equality duty as vulnerable older and potentially disabled residents will be affected. The specific proposals we are concerned about are SC124 – Children’s Social Care (reduction in Family Support Workers) and SC501 – Adult Social Care Community - Older People/Physical Disability (reducing number of admissions to residential care).

As already stated, we do understand the pressure that the County is under, and we know that you will need to present a balanced budget to Council. We also understand that if your Members reject any of these proposals then other alternatives will have to be found. We have therefore focused our attention on those proposals which we feel will have the biggest negative impact, not only on our residents (our primary priority) but also on the whole system of public service provision and particularly health and social care.

I would be more than happy to discuss these proposals further and look at other options and alternatives which would enable us to protect these valuable services and help our residents stay health and well and in their own homes for as long as possible.

Yours faithfully,

*“Rossendale will have strong communities with an enhanced environment and **heritage**.  
It will be an attractive place to live where tourists visit and employers invest.”*

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 @RossendaleBC  Rossendale Council

Date: 17<sup>th</sup> January, 2019  
Your reference:  
Our reference: MB/JED



To whom it may concern  
Lancashire County Council

Dear Sir/Madam,

Thank you for your invitation to comment on the County Council's Budget Proposals for the period 2019/20 to 2022/23. This letter provides a response on behalf of Preston City Council.

We recognise the severe financial pressures which the County Council's budget is under. Local government continues to bear the brunt of the government's squeeze on public finances – and unlike our colleagues in central government the legal requirement to set a funded budget in every year means that we do not have Ministers' luxury of kicking the financial can down the road.

So we recognise that the County Council is faced with some hard choices and difficult decisions. We are therefore not commenting on the County's overall approach or on every budget proposal. Instead we have sought to focus our response around the best ways of dealing with the potential impacts of the proposed budget decisions on the most vulnerable in our communities.

Our comments on specific proposals are therefore as follows:

Traveller Sites

- There is clear evidence of demand for the county's existing sites, including the one in Preston and central government continues to press the case for maintaining or enhancing existing levels of provision nationally. We believe therefore that there is no policy case for reducing provision. Any loss of provision would be likely to result in an increase in unofficial sites and associated negative public reactions.

- Although Preston City Council currently manages the site in Preston on behalf of the County Council, our concern is not around who owns or manages the site, but that it be retained. Should the County Council decide to sell the site, we would strongly urge that this should only be done with a condition that the site can only be used as a traveller site.
- Any new owner would only be likely take on such a proposition if they felt it to be a paying proposition. We would therefore suggest that the County should develop a business case which moves the sites towards at least cost neutrality so that any enhanced levels of income are retained within the public sector.

#### Welfare Rights Service

- While we recognise that provision in this area is discretionary, there is strong evidence of increasing need in this area, including demand from the “working poor” and the impact of the challenging transfer of benefit beneficiaries to the Universal Credit system. Given the challenges likely to arise from the UK’s weak economic performance and Brexit uncertainties demand for the service is likely to rise.
- While limiting support to more complex cases may appear superficially attractive, in practice this is likely to result in more complex cases being created, in the absence of support to resolve issues at an earlier stage.
- Additionally, we are conscious that any reduction in LCC’s provision in this area is likely to throw additional pressures on PCC’s own welfare rights and debt advice provision. Given that other Lancashire councils and third sector providers, such as the Citizens Advice Bureaux (CAB) are likely to have similar concerns and cost pressures, we would have thought that there was scope for productive discussions between the parties about realising further efficiencies through joint working, whether this was a formal shared or more closely integrated service approach, as an alternative to relatively crude service level reductions.

#### Health Improvement Services

- We understand the pressure to explore ways in which to remodel the existing service. But we have concerns as to how potential changes may impact on the most vulnerable in society. Interventions through these activities potentially reduce public sector costs further down the line – and any reductions in the reach of these activities are likely to see those costs increase. We would encourage further discussions with health service colleagues as to the relative distribution of costs and responsibilities.

#### Lancashire Well-being Service

- We consider that the proposed reduction in service would represent a significant loss to vulnerable residents, with potential health impacts on economic participation levels, likely to be an area of concern but also

potential, post-Brexit. If residents can be helped into the labour market as a result of upstream interventions such as these, then not only will individual lives be improved but future cost savings to the health service and enhanced levels of economic performance will be delivered. We would encourage you to ensure that these considerations are foregrounded in any service remodelling.

- Within Preston, we note that the team currently supports the Moor Nook Integrated Team and it would be unfortunate if reductions in this area had the effect of undermining wider service integration and partnership working.

#### Home Improvement Services

- Reductions in this area are likely to prove a false economy, as, without access to the property repair, maintenance and improvement services which enable vulnerable individuals to remain in their own homes, there will be increased demand on other health and social care services, including expensive residential care.
- More specifically, reductions in funding in this area are likely to raise questions over the viability of a range of third sector organisations, such as Preston Care and Repair, whose absence is likely to place further service and cost pressures on social care budgets.
- If budget savings do have to be made in this area, we would recommend that LCC explores issues of phasing and explores different cost models, including what scope there may be to generate additional income through differential charging systems.

We recognise that these are challenging times for us all and the issues involved are complex. As such we have sought to formulate our responses in as specific and constructive way as possible. We commend them to you and wish you success in finding a constructive way forward.

Yours sincerely,

Date: 17<sup>th</sup> January 2018

To whom it may concern,

**Re: LCC budget cuts**

As the GP Clinical Lead of the newly formed Rossendale Primary Care Network, I would like to place on record my objection to the recently publicised cuts totalling £77m in expenditure by Lancashire County Council. These proposals were discussed at a recent meeting of the GPs and wider community partners earlier this week and we were all in agreement that some sort of objection from the locality of Rossendale be made.

First and foremost I'm concerned that the withdrawal of funding to the Lancashire Wellbeing Service will wipe away a whole tier of support, that myself as a GP and my GP colleagues across Lancashire have previously been able to rely upon. The implications of these cuts will inevitably place more pressure upon the Health Service and front line clinicians like myself. The wellbeing service provides an extremely effective intervention to those patients that are struggling to cope with low level mental health issues.

Secondly, and more local to myself as someone both working and living in Rossendale, is the reduction in the funding of Homecare Providers, such as MSV Homecare (St Vincent's). My experience is that MSV provides a prompt and efficient service, in the provision of aids and adaptations to some of the most vulnerable people of Rossendale allowing them to stay independent in their own homes.

Please place on record my objection to these proposals.

Yours sincerely

Dear

Thank you for your recent letter.

In response I am completely in favour of the re-opening of the Colne- Skipton line.

Here's hoping that potholes are improved further.

Street parking charges are not something I like the idea of as it seems local residents will suffer unfairly. I think it will push more traffic to the big stores on Vivary way, which is already badly congested.

Yours sincerely

**From:**  
**Sent:** 08 December 2018 16:09  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** Budget Consultation

Re: Street Lighting

Street lighting could be delegated down to Town and Parish Councils as it was up to the early 1970s' when Street lighting was done jointly, street lamps were turned off a midnight and back on at 6 am. Town/Parish council billed accordingly and street lamp locations and wattage jointly decided as needed

This would give local people more control and involvement in the decision making.

Yours sincerely

A Parish Councillor on Slyne with Hest Parish Council

**From:**  
**Sent:** 10 December 2018 12:27  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** Re: Lancashire County Council - Budget Consultation

Thank you for your email. The documents run to almost 200 pages. I think it is unreasonable and rather foolish to expect meaningful reaction to such a large document. I do not have the wherewithal to print the papers . Can yo send me a hard copy of them to

On 12/12/2018 17:02,  
Hi,

wrote:

I live in Colne and am very concerned about your plans to place parking meters along Colne's Main Street. The system we have in place works perfectly. People can park on the road for brief periods whilst they go to the bank or pick up some shopping or if they want to park for longer we have disc parking in several car parks. Many traders are struggling to make enough to keep themselves in business and I think this will put people off stopping in Colne to visit the shops. Please can you explain why you want to put parking meters in our town? It looks like a money making exercise to me. I know the government has been continually reducing the council's funding and I understand the need to raise money but this is



not the way to do it.  
I await your response with interest.

Regards,

**From:** (SOUTHPORT AND ORMSKIRK HOSPITAL NHS TRUST)  
**Sent:** 04 January 2019 09:06  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** Lancashire County Council - Budget Consultation

Many thanks for sharing your proposed budget savings for 2019/20. As a colleague public sector provider we are very aware of the pressures you continue to face to deliver on your financial obligations.

We have had a look at your Money Matters report and are concerned that some of the proposed changes in Appendix C could have a detrimental impact on our patients, in particular SC119 Special Educational Needs and Disability Service, SC514 Older People Care Services, SC609 Health Improvement Services and SC611 Lancashire Wellbeing Service. We note that any changes made will be subject to consultation and we will of course be involved in this as required.

Southport and Ormskirk Hospital NHS Trust

**From:**  
**Sent:** 10 January 2019 09:36  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** On street parking meters

Dear Consultation team,

I understand that there is a proposal to introduce on street parking charges in Chorley. I have been unable to find the draft order but I would like to lodge an objection to the proposed charges. The introduction of parking charges would inevitably lead to more shoppers choosing to shop on line or at out of town centres to the detriment of town centre traders and the vitality and viability of the Town centre as a whole. The proposal seems to be driven exclusively by the financial position of the County Council, with little or no consideration having been given to the effects of the charges on local people and businesses. I trust you will take this objection into account.

Yours Sincerely

**From:**  
**Sent:** 11 January 2019 15:20  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** bUDGET CONSULTATION

Reply attached as footnotes on page 25

SC001 PROPOSED AMENTMENT TO BURSCOUGH AND SKELEMERSDALE TIPS.

AT THE SAME TIME AS CREATING A GREAY INCONVENIENCE FOR RESIDENTS IT ALSO INCREASES THE LIKELY YHOOD OF MUCH MORE FLYTIPPING.

SCO11 PUBLIC AND SCHOOL TRANSPORT.

ALTHOUGH IT MAY NOT BE A STATUTORY REQUIREMENT THAT TRANSPORT IS PROVIDED FOR CHILDREN IT IS A STATUTORY REQUIREMENT THAT CHILDREN ATTEND SCHOOL.

IN RURAL AREAS WITH MINIMUM OF LOCAL TRANSPORT, MANY PARENTS UNABLE TO GET THEIR CHILDREN TO SCHOOL OTHER THAN THE SCHOOL BUS CUTTING THIS SERVICE IS VERY SHORT SIGHTED.

SCO23 STREET LIGHTING. AGAIN THIS IS A MAJOR ISSUE IN THE FIGHT AGAINST ANTI SOCIAL BEHAVIOUR.

DUE TO THE INTRODUCTION OF LED LIGHTING GREAT AREAS OF STREETS NOW HAVE HUGE SHADOWY 'BLACK' SPOTS. BETTER BRIGHTER LIGHTS ARE REQUIRED TO PROMOTE A SAFE ATMOSHERE FOR THE GENERAL PUBLIC.

**From:**  
**Sent:** 11 January 2019 14:20  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** Re: Lancashire County Council proposed budget options

Hi

The Parish Council considered the information on proposed budget savings for the 2019-20.

The lack of public transport in rural areas means residents must travel by car to shop and the inclusion in the proposals of the introduction of on street parking charges is felt to unfairly penalise rural residents.

The Parish Council would ask for consideration for rural residents, who have no option to travel other than by car to shop, in the deliberations on cost savings.

Kind regards

**From:**  
**Sent:** 15 January 2019 11:37  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** Response to 2019/20 Budget Consultation

Dear Sirs

Halsall Parish Council wish to comment as follows:

'That the village street lighting budget should be ring fenced and any savings should be made by reducing lighting in towns and cities where additional lighting is generated from buildings.'

Regards

**From:**  
**Sent:** 15 January 2019 15:14  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** On street parking charges - Chorley

## Reference

I wish to express opposition to the proposal to introduce street parking charges in Chorley. Such a scheme is detrimental to the well being of Chorley and an encouragement to shop further afield such as at Middlebrook, where no charges apply. Many parts of Chorley have no bus service and hence car travel is essential to use local facilities. Many towns are now cutting car parking charges as High Streets are struggling and need help rather than hostility from council authorities. Whereas there is a case for parking restrictions, such as time limits, to ensure there are car parking places available at busy times charges should not be used as a short term cash fix which will backfire by killing business and encouraging shoppers to travel further by car to areas where they can still enjoy free car parking.

.....  
Chorley Liberal Democrats

**From:**

**Sent:** 17 January 2019 21:24

**To:**

**Cc:**

---

**Subject:** Lancashire County Council Budget Cuts

Dear Sir

I write to register my objection to your suggested Budget Savings in Adult Social Care and Public Health.

I disagree with the premise that funding for these services should cut.

I agree that these services should be provided in a seamless manner to clients.

The services should not be cut until alternative source funding has been shown to be available to enable them to continue without any break and for staff transferred to the new employer where appropriate.

The current ideological Conservative Party attack on the Welfare State must be halted. We do not want our country to be like Malaya with survival of the fittest and the rule of the jungle running society and driving the economy with a baseline of starvation and absolute poverty. We are a wealth nation and should aspire to a decent society similar to Sweden where productivity is high because people know that they will be cared for if and when they fall ill or become old.

For this reason the following cuts to services should not be implemented until the Conservative Government guarantee that alternative funding for them will be

available through either the Department of Health or the Department of Education or other areas of Local Government:

1. Day service fees for self-funders Equalising the charges for people attending older people's day services, with the aim of self-funders paying the same rate as that paid by statutory agencies paying for their placements. Saving £0.079m
2. Welfare Rights Service Reduce the provision of welfare benefit advice and support. Saving £0.380m
3. Health Improvement Services Remodelling drug, alcohol, tobacco and healthy weight services and reducing service offer. Saving £2.175m
4. Lancashire Wellbeing Service Ceasing the Lancashire Wellbeing Service which is contracted externally. Saving £2.01m
5. Home Improvement Services Reduce funding to Home Improvement Services which oversees maintenance, report and improvements to help people stay in their own home. Saving £0.88m

I hope that these points will be taken on board and you will inform the Conservative Government that these cuts cannot be made until detailed alternative funding streams have been produced to a satisfactory level of competence.

Best wishes

**From:**

**Date:** 16 January 2019 at 14:08:39 GMT

**To:**

**Cc:**

**Subject:** LCFT response to LCC's budget proposals

Dear

Thank you for sharing with us Lancashire County Council's future budget proposals for social care and public services, and for the opportunity to provide our feedback.

We would absolutely acknowledge the current financial pressures faced by LCC, and your point regarding the wider system pressures faced by NHS services, as well as those commissioned/provided by LCC, is well made. In this respect, we would agree that a collaborative approach with partners to develop integrated services should have the effect of making them more sustainable and more joined up for the people

who use them. Indeed, Lancashire Care has developed a track record in recent years of developing and delivering services in partnership with providers from the statutory, private and VCFS sectors. We would welcome conversations with LCC to share learning and consider how we can continue to progress this approach, particularly around the areas highlighted in your document. You will know too that health services across Lancashire and South Cumbria are coming together (as part of the Sustainability and Transformation Partnership) to produce system plans so that we can find efficiency opportunities whilst improving the quality of services, something that can only be delivered through our combined efforts. We would very much welcome LCC as a partner in these plans.

It is positive to see that you have identified areas that are currently working well and that you intend to build on these. There are some areas where we would welcome more detail so that we can fully understand your proposals, in particular, "new models of support in learning disability and autism, and mental health". In this regard, we note a number of areas highlighted as "budget savings options" and the proposals to cease or reduce the service offer, particularly in relation to

- Health Improvement Services, such as drug and alcohol
- Lancashire Wellbeing Service
- Adult Social Care Community
- Home care for older adults
- Changes in respect of LD&A services (supported housing, supporting living, enablement)

We would raise concerns regarding the potential impact of these, not just on people's physical and/or mental health but also on people's social functioning. Again, we would welcome further detail and the opportunity to discuss prospective remodelling of these services.

We look forward to receiving your response and to the outcome of your consultation.

Lancashire Care NHS Foundation Trust

**From:**  
**Sent:** 18 January 2019 13:18  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** Car parking charges Colne

I am opposed to car parking charges in Colne.  
Should they be implemented people will shop outside of the area, leading to the death of yet another town centre.

Regards

**From:**

**Sent:** 18 January 2019 13:18

**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>

**Cc:**

**Subject:** Feedback re well being service

To whom it may concern

*I Would like to share feedback on the benefits of the well-being service for individuals who have been open to the integrated neighbourhood .*

*The staff from wellbeing have become an integral part of the neighbourhood and contribute to the integrated working we are all working towards. They attend multi-disciplinary meetings and provide regular updates on their actions which helps to progress cases.*

*The wellbeing service have supported individuals to gain confidence in life skills that in the long term will support self-management.*

*The wellbeing service compliments the work undertaken by other services and frequently steps individuals down to the CVS which appears to be a natural progression.*

*Kind Regards*

**From:**  
**Sent:** 18 January 2019 15:54  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** On Street Parking Charges

Good afternoon,

I write in response to resent speculation into the above proposed charges in Colne, the shops in resent years and more so in resent months have taken a severe downfall in foot traffic.

I strongly feel, if there were to be parking charges in Colne of any nature it would be the final nail in Town as shopping centre.

At the moment I frequently use the independent shops on Albert Road and Market Street in Colne but if charges were to be introduced I would NOT be paying to parking anywhere in Colne.

Yours much disappointed

**From:**  
**Sent:** 18 January 2019 16:35  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** Proposed cuts to Waste Recycling centres in Skelmersdale and Burscough

Dear Sir/Madam,

Newburgh Parish Council is sorry to hear of the proposals to reduce the service at our two local waste recycling centres in Burscough and Skelmersdale. However, we recognise the massive pressures that the County Council is facing in trying to balance its budget. While the proposals to reduce the opening days and hours at the two centres are regrettable and we are concerned about a possible increase in fly tipping in the area as a result, Newburgh Parish Council hopes that any changes implemented will lessen the impact by ensuring that both centres continue to be open at weekends and that any closure days can be staggered so that there is always one centre open in the area.



Regards

**From:**  
**Sent:** 18 January 2019 17:50  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** On- Street Parking

I have received a newsletter from our local MP. A section regards a consultation 'On-Street parking charges' . I would like to express that any additional parking charges to already failing high streets would be even more detrimental.  
Regards

**From:** .  
**Sent:** 18 January 2019 18:37  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** RE: Street Parking Charges - Colne, Lancashire

To whom it may concern

I would like to let you know that I wholeheartedly disagree with the proposal to put in place - Street Charges in Colne, Lancashire.  
Our town has been thriving in what can only be described as challenging times for the high street. From the bottom of town to the top, businesses are working so hard to make a fabulous shopping and social experience for those who live in the town and for those who come in from the surrounding area. There are many bespoke shops and venues and these do encourage people to come in and shop. I feel that street parking charges will discourage people from coming to shop in the town. Also the streets leading off the main street are mainly residential.  
People have been signing petitions asking for a re-think.  
I would like to encourage you to re-think this proposal.

Yours faithfully

**From:**  
**Sent:** 19 January 2019 14:13  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** colne - business owner - on street parking charges

Dear Sir / Madam,

I write to you as a business owner in Colne town centre

I wish to voice my response to the current consultation regarding on street parking charges. I feel very strongly that this would seriously effect business for the whole town. Our town centre is definitely on the increase and I would consider Colne to be a good shopping town. People 'pop into' various shops, currently able to park directly outside freely. They may pop in, book a boiler service and be back out again in 10minutes - likewise with all the other shops, I park outside savers, boots, tesco, indeed many shops, then quickly head off to work or somewhere. Would a parking charge stop me doing this ----- most definitely yes - I'd probably try and get more of my bits and bobs in the supermarket. That is truthful but not something I like to confess. I like to shop locally and support local businesses.

I seriously think that you need to start listening to local people and business owner. I, personally, will be appalled if parking charges are introduced.

Yours faithfully

**From:**  
**Sent:** 19 January 2019 09:49  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** Street parking charges

Hi,

I live in Colne and am very concerned about your plans to place parking meters along Colne's Main Street. The system we have in place works perfectly. People can park on the road for brief periods whilst they go to the bank or pick up some shopping or if they want to park for longer we have disc parking in several car parks.

Many traders are struggling to make enough to keep themselves in business and I think this will put people off stopping in Colne to visit the shops. Please can you explain why you want to put parking meters in our town? It looks like a money making exercise to me. I know the government has been continually

reducing the council's funding and I understand the need to raise money but this is not the way to do it.

I await your response with interest.

Regards,

From:

Sent: 19 January 2019 10:28

To: Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>

Subject: Street parking charges

Hi

We would like to voice our opposition to street parking in Colne. We feel that this would further deter people from shopping in the high street, an area that contains a number businesses that are already struggling.

Regards

From:

Sent: 19 January 2019 14:21

To: Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>

Subject: Street Parking Charges in Colne Lancashire

I should like to point out that free roadside parking in Colne works perfectly at present and introducing parking charges would jeopardise the livelihoods of our shops and cafes. I for one never seem to have the right change for parking and in the situation would just carry on without stopping until I found a supermarket and this will be true of many other people even though they would like to support their local shops. It seems like a callous and badly thought out attempt at money making.  
Yours faithfully

From: \_\_\_\_\_  
Sent: 19 January 2019 18:28  
To: Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
Subject: Street parking in Colne.

I agree with the opposition to street parking in Colne .I am sure people would not be happy to pay to go shopping.

From: \_\_\_\_\_  
Sent: 19 January 2019 19:10  
To: Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
Subject: Street Parking Charges

Good evening

We would both like to echo the opposition of the local Member of Parliament, \_\_\_\_\_, to the introduction of street parking charges in Pendle.

The high streets of the whole of the UK are suffering and closing down, and these charges can only exacerbate the issue.

Please think again.

Regards.

From:  
Sent: 19 January 2019 19:59  
To: Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
Subject: Parking

Please do not let them put parking charges though the town There are lots of small businesses that will be badly damaged I am a member of st Bartholomews and a lot of our people are elderly we also have funeral and wedding were cars park in front of the church

From: \_\_\_\_\_  
Sent: 20 January 2019 09:37  
To: Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
Subject: Street Parking Charges - Colne, Lancashire

Dear Sirs

In a recent circular from \_\_\_\_\_ MP, I have been made aware of the push for on-street car parking charges in town centres across Lancashire.

Whilst I understand the need to raise funds, I do not feel that Colne Town Centre is an area that would benefit from such a move. In fact, I would go as far to say that it would have a detrimental impact on the town as people avoid the town centre causing shops to close (this will then mean no business rate payments to the government).

It is clear to see that towns where there is free parking - even for 2-3 hours - do far better than those with on street car parking charges. People will do all they can to avoid paying (people even park on the road leading to Wycoller Village rather than the £1 per DAY car park that is made available for them).

I would urge you not to take this proposal forward and look at ways to improve visitors to Colne Town Centre rather than create barriers.

regards

From: \_\_\_\_\_  
Sent: 20 January 2019 10:04  
To: Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
Subject: Get colne moving - transport survey

Dear Sir/Madam,

I am writing to you to send my support for the re-opening of the Colne to Skipton line. I believe this will be a great investment and will prosper economically for the area. As Colne is the end of the line many people don't even consider rail transport as an option. Plus our pacer trains are due to be scrapped so this is the perfect time to regenerate the dysfunctional line.

Secondly, I would also like to send a clear message about the proposed street parking charges in Colne. I am completely opposed to this idea. I believe it would damage our high street as much as the internet shopping. I have already signed a petition against these charges and as a colne resident I hope you will take on board my opinions on both these matters.

Many Regards

From:

Sent: 20 January 2019 15:14

To: Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>

Subject: reopening the train line between Colne and Skipton

I strongly support the re-opening of the above rail line. As a consumer who was familiar with the original track I recommend that for ease of goods transport, passenger service and a boost to the tourist industry that this line be reinstated. It takes at least 30-40 minutes at peak times to pass through Colne by road a journey of 5-7minutes. It is unclear why our access to ease of travel stops when the M65 stops at Colne.

The way is still open along the "old" track. I do request that a new system serves ALL the original stations en route. I would really appreciate that this part of Lancashire is not overlooked once again.

On a second note, Colne has a thriving High Street. Please do not ruin this by imposing parking charges.

Thank you

From:

Sent: 20 January 2019 17:29

To: Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>

Subject: Street Parking charges in Colne.

I want to voice my concern regarding the possible introduction of street parking charges in Colne town centre. Our town has done its very best to be a thriving community with High St shops well patronised in spite of Sainsburys, Aldi's and Lidl supermarkets on the North Valley. If street parking charges are brought in, the High St will take the brunt of customers using free car parks at these large establishments and the small traders will suffer and the whole ambience of our little town will alter considerably.

I hope you will take these views into consideration during your consultation.

Yours faithfully

From:  
Sent: 20 January 2019 17:30  
To: Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
Subject: Colne on street parking charges

Good afternoon

I am emailing in regards to the current consultation to introduce parking charges to various towns across Lancashire including where I live in Colne.

If this is true it's a disgrace.

Colne is a very small but thriving town with local shops, businesses, bars and restaurants. The great thing about the town is the free on street parking meaning people can park and shop locally instead of using main stream supermarkets. The other great thing is that there are also a number of other businesses like vets, dentists, florists, hairdressers and beauty salons to name a few that all have local customers who use the on street parking for various appointments.

If on street parking is introduced I can guarantee it will be the death of the town, it's high street and many businesses. In times of austerity and cuts it is madness to even consider introducing charges.

Local people oppose the potential introduction of these charges as do local councillors and more importantly MP for Pendle

I implore you to reconsider and take into serious consideration the massive impact it will have on such a small town and it's local businesses.

Regards

From:  
Sent: 21 January 2019 08:09  
To: Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
Subject: Parking Charges in Colne

Introducing parking charges in Colne would be detrimental to both the business community and the people of the area, as it would discourage people from shopping, socialising and being able to take advantage of all the wonderful amenities of this place. It would also be difficult for all those who attend various activities eg The library, the churches, children's centre. Colne is a thriving community with a wonderful high street and shopping area as it is accessible to all, please keep it that way for the benefit of this community

Yours sincerely

**From:**  
**Sent:** 21 January 2019 13:29  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** on street parking proposal

**PLEASE DO NOT BRING IN ON STREET PARKING CHARGES TO EAST LANCASHIRE TOWNS.**

**WE ARE STRUGGLING ENOUGH ALREADY TO KEEP THE TOWN CENTRES ALIVE. THIS WOULD JUST DRIVE EVERYBODY TO THE**

**SUPERMARKETS WHERE PARKING IS FREE.**

**DO NOT KILL THE EAST LANCASHIRE TOWNS**

please confirm my protest will be logged

**From:**  
**Date:** 21 January 2019 at 12:05:13 GMT  
**To:** \_\_\_\_\_  
**Subject:** LCC Cuts consultation response  
Hello please find below my response to the consultation

These cuts mean that the council will only have intervention services at the point of crisis, the cuts to the wellbeing service for example will likely increase mental health issues and the severity, impacting on suicide rates. There is currently a 25 week waiting list for Minds Matters 1-2-1 support, the LCC wellbeing service is able to help bridge this gap. With no prevention services the pressure on social services and mental health services and the health service will increase, costing more money and more lives in the long run. What steps are LCC taking to address this? Is there any work alongside the health service, such as transforming lives, that will help meet this need?

The focus is getting people to live independently within the community, yet propose to cut home improvement services, which can prevent people from entering residential care, this is counter-intuitive. Also, there is huge pressure on social housing, this will increase, there seems to be an assumption that 'supported flats' will be empty and available for adults with learning difficulties moving back into the community, this is an unrealistic expectation.

Perhaps LCC need to look more internally at their management and organisational structure, cutting jobs rather than cutting entire services first. Have there been any cuts to jobs in LCC, has the organisational structure already been streamlined? All cuts appear to be frontline services.



Not sure what the small grants scheme is? Is this the Care and Urgent Needs Scheme, as there is no mention of this, is this being cut too?

What campaigning and pressure are the current council leaders putting on central government to increase funding to LAs for social services? It is obvious that LCC will struggle to meet it's statutory obligations in the near future, surely this should be recognised by council leaders, who should be lobbying parliament to increase funding for LA's.

**From:** \_\_\_\_\_

**Sent:** 21 January 2019 16:34

**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>

**Subject:** My comments on "Money Matters 2018/19 Position - Quarter 2"

To whom this may concern,

I apologise for the fact that the following comments are several days beyond the deadline for submitting them, but I experienced technical problems with my computer on Friday.

#### Appendix A TOTAL CHIEF EXECUTIVE SERVICES £65.040.

This would appear be excessively high with the salary of the chief executive a major part of this. It has always been my contention that the salaries of local government chief executives in the Public Sector are excessive and neither reflect the work that they themselves do or even participate in. I have campaigned for a long time for a change of policy in relation to this matter from central government. Council tax payers expect to see positive outcomes from Frontline services in the principal authority despite withdrawal of funding from central government. It is not only a question of prioritising services for council tax payers, but also restructuring the upper echelons of the authority, reducing the senior administration and reducing salaries of the chief executive and others in accordance with reduced financial circumstances of the authority.

#### Appendix C REFERENCE SC023 - Service Challenge Savings (Consultation Required)

I regret the negative approach in the following statement "What are the risks associated with this change and how will they be mitigated"?

There is a risk of public dissatisfaction with revised lighting levels and an increase in complaints. Not all locations may be suitable for part night lighting potentially leading to complaints of inequity"

I cannot agree with either of those statements, it is already trying to place negative attitudes about the proposed scheme into people's minds. Light pollution and loss of the night also contributes to climate change. Not only during the recent Festive Period, I and many others 'carbon offset' to combat the use of excessive and damaging artificial lighting, but also all year round, street lighting is causing light pollution, which could include glare; light clutter especially in urban areas; light trespass; or excessive illumination. A single offending source often falls into one or more of these categories.

The Dark Sky Association was founded to reduce the light going up into the sky which reduces the visibility of the night sky and the stars. Any light which is emitting 80 degrees above nadir causes light pollution. Streetlights also adversely affect nocturnal wildlife with most pollinating plants, bats hunting prey and spiders emerging under cover of darkness all suffer under the glare of artificial lighting. Sky brightness is increasing at the rate of around 6 per cent annually with the disruption of natural dark and light cycles damaging the health of cells to whole ecosystems. Whilst there are social issues, such as safety, associated with turning off streetlights as the night progresses, it will almost certainly have a positive effect on the health and well-being of people; the natural environment and wildlife. Excessive or unnecessary street lighting can be a source of annoyance to people; harmful to wildlife; undermine enjoyment of the countryside and detract from enjoyment of the night sky.

**From:**  
**Sent:** 21 January 2019 19:15  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** Colne Street parking charges

Parking charges deter people from shopping in town centres. You should be trying to attract shoppers and improve the environment, rather than lose them to out of town retail parks where parking is free.

She did an independent review on high streets and the main source of dissatisfaction was paying to park. She also noted that more progressive local authorities are providing free parking.

Let's breathe life into Colne town centre, not kill it!

Regards,

**From:**  
**Sent:** 22 January 2019 07:39  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** Parking charges in Colne

Dear Sir,

I wish to object to the proposed charges for road side parking. These spaces serve small businesses along Albert Road and Market Street. Charging will seriously affect people just popping to the building society or collecting prescriptions, having a quick trim or even buying a pair of shoes, paint, a ball of wool. Colne has a unique town centre and it will be threatened due to the inconvenience caused. Not everyone can walk from the car parks in the centre of town. I am able bodied and able to walk into town. These proposals are short sighted and unsuitable for our town. Visit and see.

Yours

**From:**  
**Sent:** 22 January 2019 11:18  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** On street parking charges !

Hi I understand You may be thinking , or have already introduced on street parking charges in some town centres.  
Whilst I can understand the monetary attraction short term I think long term you "must be mad !"  
The sure way to speed up the demise of town centres is to start charging for parking. All you will do is drive residents to out of town retail parks (with free parking ) or encourage further the use of on line shopping thereby rewarding large American firms who pay very in the way of tax to the UK.  
Sorry, but the proposals are rubbish !

**From:**  
**Sent:** 22 January 2019 11:28  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** on-street parking Colne

Dear Sir/Madam  
I'm writing to express my concerns about the suggested introduction of parking charges on the streets of Colne, currently under consultation. From traders to visitors to residents, there will not be a single person who will look favourably upon this notion. The traders of Colne have struggled to maintain a decent high street with a broad range of shops and amenities, and the fact that parking is free has undoubtedly helped them enormously. Parking charges would surely result in a lower footfall and the consequent failing of businesses, with all the negative implications of this (including of course reduced revenue from business rates). I therefore repeat that (along with everyone I have spoken to on the subject) I object most strongly to this proposal.

**From:**  
**Sent:** 22 January 2019 11:46  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** Car meters in Colne

We totally disagree with this proposal. Cars will no longer park, shops will empty and close, hence no business rates.  
Colne centre has prospered with no parking charges, do you want to kill the high street.

**From:**  
**Sent:** 22 January 2019 14:35  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** re support

Having emailed you about my thoughts around Brexit, I feel I must now respond to your recent letter sent to all your constituents in Pendle about Getting Colne moving. We are unanimous as a household and for the re opening of the Colne to Skipton railway. A fast road connection through to Yorkshire and the M62 would be phenomenal too. Living in Laneshawbridge, we are closer to Bradford than we are to Blackburn by about 1 mile, but the journey to Bradford takes a full 60 minutes and the journey to Blackburn, half of that thanks to the M65 motorway.

We also support the call for no parking charges in Colne.

Kind regards

**From:**  
**Sent:** 22 January 2019 14:52  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Cc:**  
**Subject:** Street Parking Charging - Colne

I understand it is under consideration to introduce car parking charges to Colne town centre.

I would like to register that I object to this in the strongest possible terms.

At the moment Colone town centre is a pleasant and vibrant place. People can park their cars safely and at no cost whilst they shop, which keeps the high street businesses trading and promotes a pleasant atmosphere, unlike Nelson town centre which is a disaster, where many shops are vacant and the Shopping Centre is only half occupied.

Car owners already pay through the nose for using their vehicles. Road tax & fuel tax reaps vast sums of money for the treasury whilst little is spent on the road network and its upkeep. We spend hours in traffic jams and have our cars damaged by potholes. A lady was killed near my home recently when she fell off her bicycle after hitting a pothole and was crushed to death under a wagon. Apart from the death of the lady, the whole area was in chaos for hours and hours due to the main through road being closed whilst Police carried out investigations.

I implore you to leave Colne alone as far as car parking charges are concerned.

Yours sincerely

From:

Sent: 22 January 2019 23:25

To: Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>

Subject: On-street parking charges in town centres in Lancashire

I wish to voice my opinion regarding recent reports that on-street parking charges may be introduced in my home town Earby.

I don't know if you have actually visited Earby, but businesses find it hard enough to attract custom in the first place without placing this financial obstacle in the way. In my opinion if there is a charge to park outside a shop here in Earby, drivers will simply drive to the nearest supermarket where there will be free parking.

Please keep your meddling hands off our town which is trying its best to survive in these tough economic times. Maybe if you paid your Council Senior Management team less eye watering salary packages, you wouldn't need to fleece local people in the way you do.

Yours faithfully

**From:**

**Sent:** 23 January 2019 10:35

**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>

**Subject:** Introduction of car parking charges in Colne

I have been informed in a letter from [redacted] that there is a possibility of car parking charges being introduced in Colne town centre. I wish to raise an objection to this as I feel it would seriously damage trade in the area. Two years ago I invested a lot of money in opening an electrical sales business on [redacted] road in Colne. We sell everything from washing machines and fridges to light bulbs and vacuum cleaner belts as well as a high turn over of spare parts and repairs. As such, many of our customers simply pop in and out and find convenience in there being accessible short stay and long stay parking spaces close by. I strenuously object to there being a car parking charge introduced in Colne as I feel it will be extremely damaging for my business trade and for the trade of neighbouring businesses.

Yours Sincerely

**From:**

**Sent:** 23 January 2019 15:24

**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>

**Subject:** Budget Consultation Responses

Dear Budget Consultation Response Team,

Please accept my apologies for not having submitted the Parish Councils observations on the Budget Consultation by Friday 18th January as requested. I am afraid I only got back off my 2 week holiday on Sunday 20th January and found out that the Parish Council wished to submit the following response on Monday 21st January. I would therefore be very grateful if the following observations could be taken into account when discussing the feedback from this Consultation.

The Parish Council object to the funding cuts as many have a significant detrimental impact on the most vulnerable people in society ie: children, vulnerable adults, the elderly. Year after year these vulnerable members of our community face changes and cutbacks to their service provision from education services, to housing provision and elderly peoples services. These services are often a lifeline for the people using them. The Parish Council feel that the people who are being most affected by the proposed cuts should be those who are primarily consulted on the cuts, as they are more likely to be able to give an accurate account of how these cuts will affect them

and the significance of the impact it will have on their lives, their health and well being, and their financial status. The Parish Council would suggest that the deficit in funding should be raised from other sources eg: a small increase in Council Tax across the County would bring in significant revenue towards this type of service provision. The Council would like to ask if the cuts in the LCC Budget are proposed as a result of alternative Central Government provision for vulnerable people and related to the changes in the provision of benefits to children, the elderly and vulnerable adults?

Thanking you in anticipation of your consideration of the Parish Councils response.

Kind regards

From: \_\_\_\_\_  
Sent: 23 January 2019 19:10  
To: Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
Cc: \_\_\_\_\_  
Subject: On-street Parking Charges in Colne

Hello,

We understand that Lancashire County Council is considering the pros and cons of introducing charges for on-street parking in Colne.

In our opinion, any such charges will simply encourage shoppers to make more use of Asda, Sainsbury's and the North Valley Road retail parks, to the detriment of shops in the town centre and along Albert Road. The relative health of these shops contributes significantly to employment and the town's sense of community and relative prosperity. No one wishes to see empty properties and charity shops take the place of our much needed retail businesses.

We have no connection with any retail business (except as customers!) but we do hope that the Council will make every effort to retain our local shops by continuing to allow free on-street parking.

Kind regards,



From:  
Sent: 23 January 2019 20:01  
To: Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
Subject: Street Parking Charges

Good Evening,

My email is in response to the news that you're considering introducing street parking charges in town centres. I live in Salterforth and I think this is a terrible idea. It will put people off using local shops and restaurants/cafes etc. It's not like there's a shortage of parking either in my area. There is plenty for all, and it's one of the things that brings people to our area. Local businesses would suffer if you introduce parking charges and this could even lead to unemployment.

Kind Regards

From:  
Sent: 24 January 2019 08:16  
To: Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
Subject: street parking charges

I am a resident of Colne and would like to put forward my objection to the proposed street parking charges in Colne town centre.

The people of Colne do not have vast amounts of money, however the rents and rates of business are kept low and as a result our town centre prospers and most shops are occupied. A lot of their income is generated by the through traffic which the parking enables people to stop off easily and pick up what they want.

If parking charges are introduced, people are not going to stop and bob into the shops. They will drive through and go the larger companies where they are able to park. Today's society is one where people do not want to walk anywhere, they want to park right outside where they want to be.

Colne is a vibrant place of lots of shops, café and bars. If the charges were to be introduced the town would slowly die and become like many of the other towns in the area. Colne has bucked that trend so far so why interfere with what is a good thing for the business and local people of the town.

Please object to the introduction of street parking charges on behalf of Colne and its continued success.

Many thanks

**From:** \_\_\_\_\_  
**Sent:** 24 January 2019 10:15  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** Street parking charges

Dear sir,

We would like to register our strong objection about the proposal for Lancashire county council to introduce on street parking charges.

We live in kelbrook and regularly attend Colne and Barnoldswick in the car to do our various shopping, these are both successful and thriving towns that have independent shops which are accessible because of no worry parking, whereas towns with limited and payparking are struggling.

The council should realise it is better to obtain rates for these businesses that flourish rather than end up possibly shutting them down when people stop patronising them if you introduce on street parking charges.

All this will do is send people to out of town shopping malls, surely a recipe for disaster for our local towns.

Regards

**From:**  
**Sent:** 24 January 2019 12:52  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** Street Parking Charges

Dear Sirs

I would like you to add my name to the list of objectors to the proposed street parking charges in Colne.

Since moving to the Colne area 4 years ago, I have been very impressed with the promotion of independent traders in the town and personally make an effort to support local businesses.

One great advantage to enable this has been the provision of free parking and it's always an element of the town that I promote to visitors.

Proportionally there are fewer empty retail business units in Colne that anywhere else that I visit in the North-West, and it would be a negative and backward step in my opinion to start charging for parking.

Thank you.

**From:**  
**Sent:** 24 January 2019 16:52  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Cc:**  
**Subject:** Re: Possible introduction of on street parking charges in Colne, Lancashire

Dear Sir, Madam,

I strongly oppose any charges for parking in Colne, Lancashire, both on street and in car parks.

Our local shops and businesses would suffer, and as these enterprises pay a lot of money in Council Tax anyway, any further expenses would be very detrimental.

Most cars are only parked on the main road for a few minutes, just for people to pop into a shop and out again very quickly. It is very convenient just to park for a few minutes and dash into a shop, and out again, to carry on a journey. Colne is a busy market town type of place and has a great atmosphere.

Why change this just to gain a few pounds in the short term. It might bring a decline in the number of people using local shops and businesses.

Please leave things as they are. Everyone is satisfied with things the way they are at the moment.

Yours truly,

On 24 Jan 2019, at 13:51,

wrote:

Dear

I am one of the parent representatives on the SEND Partnership Board and have been involved in discussions about Lancashire Break Time. In September, asked me to help understand why parents weren't making as much use of LBT. Within 2 hours of putting the question to 1000 parents, I'd received over 200 responses which shows the strength of feeling out there. Unfortunately, did not respond to the summary I collated and the next I heard was that LBT is likely to be cut.

I know first-hand how important LBT is for many of our families and so would like to have the opportunity for a small group of us to come and speak with you about why it is so important, who & how it helps, what the impact on other services would be if it were to be scrapped and also why numbers dropped last year.

We're aware that there is going to be a consultation but feel an open and honest chat can convey far more than the written word. Everyone is knows that resources are limited but so far there has been no attempt to sit down with parents and look at how to use what there is for maximum benefit.

Kind regards

On 25 Jan 2019, at 14:07,

wrote:

Dear County Councillor,

Please find attached a letter and further briefing information about the Integrated Home Improvement Service in Lancashire. As you will already be aware, Lancashire County Council's budget proposals include a proposal to reduce and then end the funding for this service. While we fully appreciate the difficult financial situation that the Council faces, we strongly believe that removing this service – which supports the most vulnerable people in our local communities – will not bring the savings desired; in fact it will result in additional costs to the council and its partners in health as a result of increased demand for other services including home care, residential care, A&E visits and hospital admissions.

We are urging you to reconsider the proposal and to open a dialogue with the organisations that deliver these services to find a way to ensure this vital, preventative service remains available to older and vulnerable people in Lancashire.

If you would like to discuss this further, please contact myself or one of my colleagues in your local area (see table below)

Kind regards,

Provider	Districts Covered
Care & Repair (Wyre & Fylde)	Fylde, Wyre
Chorley Borough Council Home Improvement Agency	Chorley
Homewise Society	Hyndburn, Ribble Valley
MSV (Mosscares St Vincent's)	Burnley, Pendle, Rossendale
Preston Care & Repair	Chorley, Preston, South Ribble, West Lancashire

**From:** \_\_\_\_\_  
**Sent:** 25 January 2019 12:24  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** Proposed parking charges

25-1-2019

Dear Sir or Madam,

We are writing to you in connection with the proposed introduction of on street parking charges in Colne.

Although in the area around Colne we have quite a few supermarkets this makes it more difficult for the town to keep a variety of independent shops available to our community .

The small businesses in Colne have managed to give us an excellent variety of shops and we are worried that the people who use these shops are not going to pay parking charges and eventually Colne will become yet another Ghost Town with local shops losing valuable custom .

Perhaps extra funds could be raised by more speed cameras and instant fines for the numerous vehicles parking on double yellow lines which seems to be very prevalent in our area.

Yours Sincerely

**From:** \_\_\_\_\_  
**Sent:** 25 January 2019 14:11  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** Parking charges proposal

Hello,

I have been informed Lancashire is undertaking a consultation on introducing parking charges to town centres across Lancashire. I cannot find any information about this on your consultation website which is very annoying, and means I do not know exactly what you are proposing. Please send me details immediately as I do not even know the consultation dates.

Regards,

**From:** \_\_\_\_\_  
**Sent:** 25 January 2019 14:35

To: Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
Subject: Parking charges

Good afternoon, following my earlier email, and other attempts to find out more information, I am going to make a response to your proposal to introduce parking charges across towns in Lancashire.

I am appalled. I know you are hard up but this is a real 'shoot yourself in the foot' idea. Colne is surprisingly economically vibrant right now, and any change to the free parking system will knock it to pieces. You are supposed to be supporting us, that's what we pay a huge amount of council tax for, not making decisions that actively negate all the good work done over years by yourselves, Pendle Council, traders, and residents. Closing the Colne tip was the last really stupid thing you did, and this is going to be the next, if you push this through against local peoples wishes.

Small towns can be decimated by small changes to the structure of how things work. Local residents, visitors and those passing through, need to be able to park free, to give the time to walk around, use the cafes, do the weekly shop, chat to friends they meet, go to the pub, volunteer in charity shops, etc. Worrying about time limits because you have to pay, worrying about costs, which will be significant for people in East Lancashire, is not the way to maintain Colne's economic basis.

It will also push parking into residential streets. Colne is small, the car parks need to be used. Lots of people live in the town and already deal with significant non resident parking. This will become unsustainable if you start charging and is completely unfair on residents.

Whatever your financial reasoning is for this, it would be a mistake, on every level I can think of. Colne is not a city, or a big town, it is still quaint and people like it that way. I therefore request strongly that you do not introduce these measures in Colne.

I may submit a second response on receipt of further information.

Thank you,  
Best regards,

From:  
Sent: 27 January 2019 15:14  
To: Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
Subject: Street car parking charges in Colne

Regarding the current consultations on the possible introduction of street car parking in Lancashire. Colne does not lend itself to these type of charges due to the type of town it is. So far it has been one of the few towns where the high street has adapted

to modern times successfully, and incurring charges at this time would be detrimental to it's future.

Please don't let this town suffer the same way so may others have. We are proud of Colne for the way it has a diversified and bucked the trend and wish it to continue doing so for many years to come.

With regards

**From:**

**Sent:** 29 January 2019 12:05

**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>

**Subject:** Colne

To whom it may concern.

My wife and I are writing to object in the strongest possible terms to the suggestion of introducing 'on - street' parking charges in Colne and other small towns. We both use the shops and facilities quite regularly but rarely for more than 30 minutes – as do many other shoppers. If we require a longer stay then we use the spaces on the main disc parking areas (ie. Health Centre or Library).

Many Colne shops are small, family run concerns who are already operating in an unfair market with increased rental on leases, higher rates and on-line shopping etc. Nevertheless they are coping but 'on street' charges may well deter a few customers thus being the final straw for some shops.

If I may quote part of an article by  
2018/2019)

MP (Colne Life - Winter

"... we should not forget about all the good things that are going on in our town, especially the health of our high street. We are really blessed to have such a strong group of local retailers."

Another point to make - every shop that closes means less money for the council.

Suggestion (not sure if it is possible) – For every free car parking space provided by the large stores maybe a levy of £5.00 per year for each space ( not a big proportion of turnover for the big stores) would raise a considerable amount for LCC funds. (Levels the playing field for small businesses!)

Yours faithfully

**From:**  
**Sent:** 29 January 2019 15:09  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** Street parking charges

In times when town centres are struggling and shops are closing because of high overheads, people shopping on line and at out of town shopping centres where parking is free, it seems to me to be the most ridiculous idea to bring in on-street parking charges. Town centre parking should be free to encourage people into towns to shop.

If people stop going into town more and more shops will be closing down and then there will be a drop in income from business rates.

**From:**  
**Sent:** 29 January 2019 16:55  
**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Cc:**  
**Subject:** Car Parking Consultation

Good afternoon.

I live in Colne, East Lancashire. We have quite a vibrant High St. In fact, it's doing so well there is actually a shortage of Charity shops! Colne has coped better than many local towns in dealing with the fallout of the financial banking crisis, but any recovery is always delicately balanced.

Threatening to raise revenues by introducing High/Main St (or other town centre) car parking meter charges is just short sighted and could have a devastating impact on the the local economy. Don't introduce Car Parking charges in Colne. I know councils are cash strapped, but economic growth will bring more prosperity and greater revenues for Councils through sensible avenues. Please don't gamble with the livelihoods of our local employers and employees.

Many thanks,

**From:**  
**Sent:** 30 January 2019 10:40



**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>  
**Subject:** Pendle traffic

DEar Sir or Madam,

I consider on street parking in the towns in Pendle unacceptable.

Apart from that, the traffic on North Valley Rd needs very serious attention. If the railway link could be restored it would be essential for transport companies to be persuaded to use rail rather than road for a lot of the heavy stuff.; a Colne by-pass would be the next step as traffic is never going to reduce.

**From:**

**Sent:** 31 January 2019 16:42

**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>

**Cc:**

**Subject:** Street Parking Charges

We would like to register our opposition to the proposal of street parking charges in town centres across Lancashire.

It is hard enough now for small shops to make any profit. Do you really want to have empty vacant shops in our town centres. The Government have said they will do all they can to help shop keepers, if you put street parking charges in place all you will be doing is driving trade away.

We also do not want to have to pay to park outside our own house.

No doubt the cost of installing parking meters and policing it will outweigh the revenue received.

Street Parking Charges in a town centre is outrageous. Help town centres to flourish.

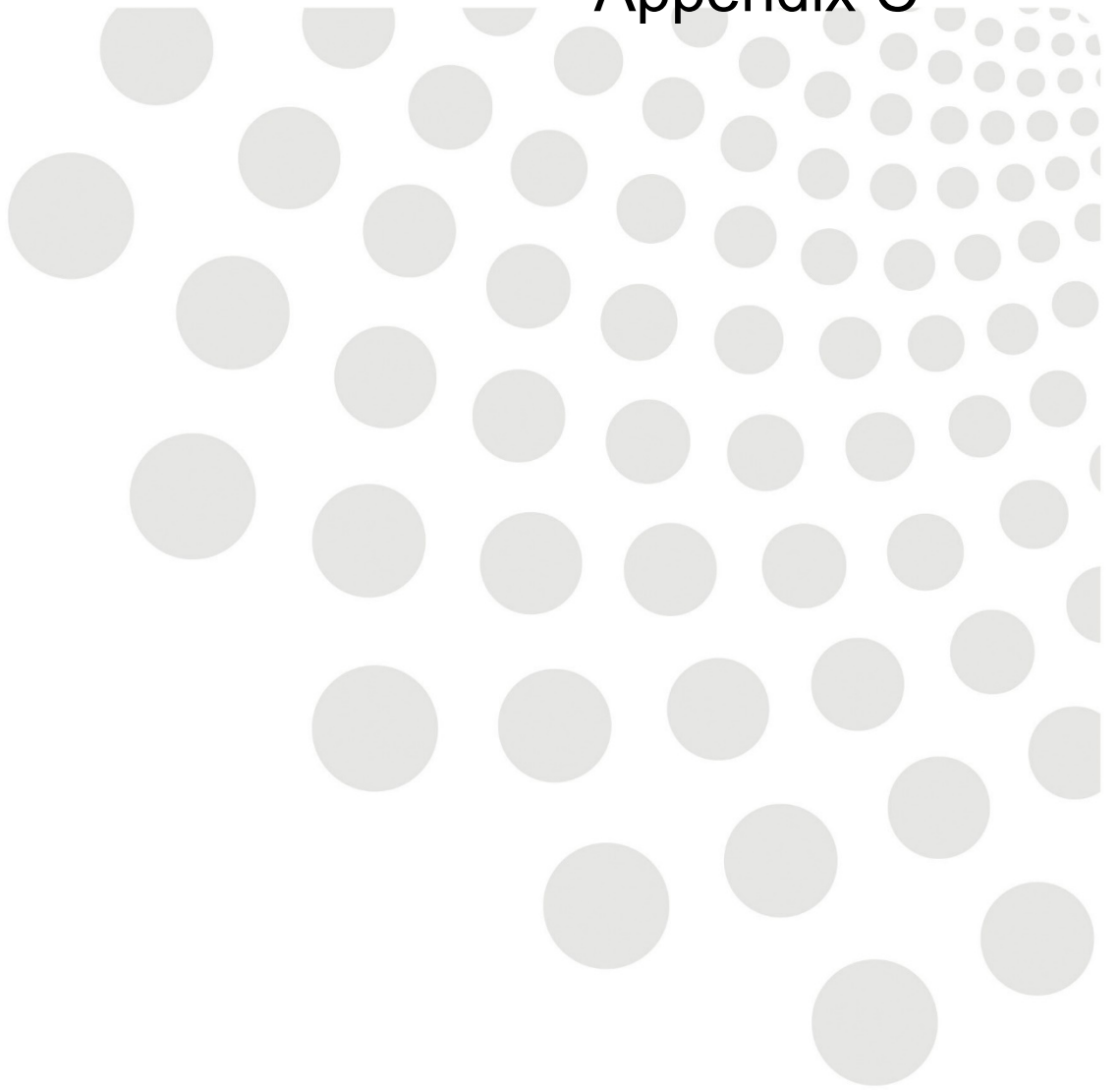
**From:**

**Sent:** 03 February 2019 11:47

**To:** Modern Gov Enquiries <[moderngov@lancashire.gov.uk](mailto:moderngov@lancashire.gov.uk)>

**Subject:** Street Parking Charges

I am dismayed to learn that Lancashire County Council propose to apply possible parking charges in towns across Lancashire. In particular in Colne, it would be a disastrous retrograde step to impose this. The town centre is unique, well used and it would destroy the little shops and businesses. I cannot believe such a proposal has even been suggested when everyone knows the high street is "dying" this would be the final nail in the coffin. Where is the common sense in this? It is just greed, parking should be free everywhere, why do people use the big stores and supermarkets because there is plenty of FREE PARKING. Please DO NOT destroy further our beautiful towns and villages by this illogical action. There is no point in gaining monies by parking charges when you will loose it further down the line with shops going out of business and the town becoming deserted. If there are no shops why would people pay to park?  
Be logical and use a little business sense!



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

<b>Contents</b>	<b>Page</b>
SC001 - Waste – Household Waste Recycling Centre service provision	3
SC011 - Public Transport - School Transport	5
SC023 - Highways County Wide Services – Street Lighting – Part Night lighting	7
SC119 - Special Educational Needs and Disability Service (SEND) – Lancashire Breaktime	9
SC400 - Estates – Traveller Sites	12
SC514 - Older People Care Services – Day Services	14
SC608 - Welfare Rights Service	16
SC609 - Health Improvement Services	19
SC610 - Lancashire Wellbeing Service (LWS)	22
SC611 - Home Improvement Services	24

**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 – 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>
-0.683	-0.357	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>
<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>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>
<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 – 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.

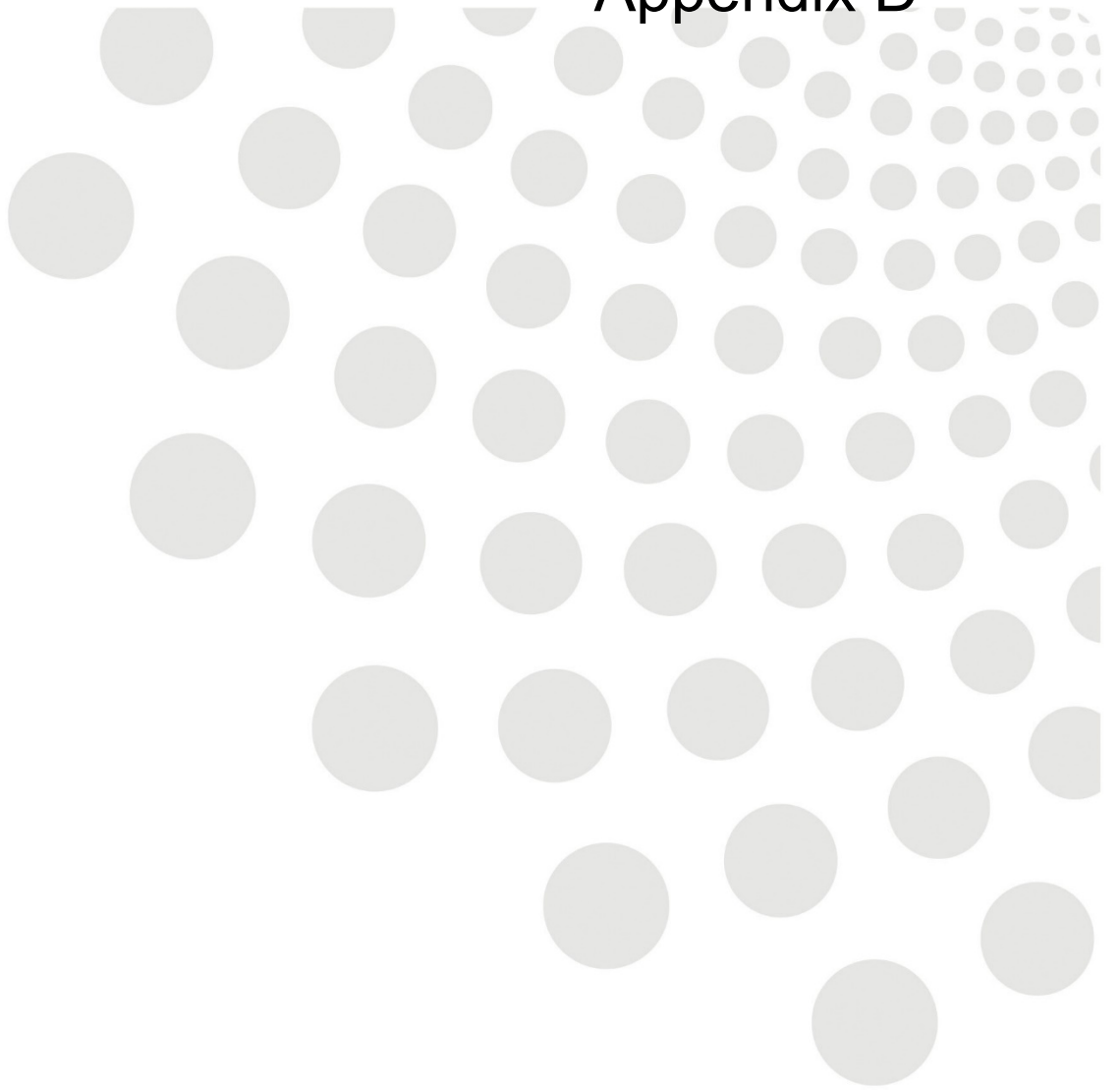
**Reference – SC611**

<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)**

<b>Contents</b>	<b>Page</b>
SC002 - Waste – Reduce non-recyclable waste disposal at HWRCs	4
SC012 - Integrated Transport Services	6
SC013 - Bus Shelter Advertising	8
SC029 - Highways – Gully Emptying	9
SC034 - Highways Network Regulation (Parking – On street pay and display)	11
SC035 - Highway Regulation (Bus Lane Enforcement)	13
SC048 - Highways Regulation (Street Works Permit Fees)	15
SC060 - Core Business Systems - Digital Contact by Consent	17
SC074 - Customer Access Service – LCC Customer Journey	20
SC075 - Customer Access Service – Reduce Opening Hours	25
SC078 - Customer Access Service – Stop Delivery of Highways Emails	27
SC103 - Lancashire Youth Offending Team (YOT)	30
SC104 – Lancashire Youth Offending Team	32
SC109 - Safeguarding, Inspection and Audit (Audit Team)	34
SC112 - Review of the management structure across Children's Social Care	36
SC113 - Education and Children's Services Business Support	38
SC122 - Lancashire Safeguarding Children's Board	40
SC123 - Demand Management Projects including an expansion of Family Group Conferencing	42
SC124 - Children's Social Care	44
SC134 - Special Educational Needs and Disabilities - Independent Non Maintained Special Schools	46
SC136 - School Improvement	48
SC312 – Exchequer	50
SC316 - Corporate Finance	51
SC317 – Corporate Finance	53
SC358 - Child Protection Legal Services Legal Fees/Disbursements	54
SC366 - Child Protection Legal Services Reduction of 25 Public Law Outline cases	56
SC368 - Child Protection Legal Services Police Disclosure costs	58

SC374 - Democratic Services – Freeze Annual Uplift	60
SC375 - Democratic Services – Member Subsistence	62
SC401 - Facilities Management	64
SC501 - Adult Social Care Community (Older People (OP) / Physical Disability (PD))	66
SC505 - Home care for older adults and people with physical disabilities – promoting single-handed care	69
SC507 - Changes in Night Time Support rate for commissioned services	73
SC508 - Modernisation of Supported Housing	77
SC511 - Enablement	83
SC512 - Acceleration of Disability Service Supported Living Remodelling	85
SC513 - Lancashire Care Foundation Trust (LCFT) supported living scheme transfer to LCCs Disability Service	87
SC518 - Adult Social Care – Reassessing Direct Payments	90
SC520 - Adult Social Care – Promoting Direct Debit	92
SC521 - Adult Social Care – Residential Care Status	94
SC602 - Children & Family Wellbeing (CFW)	96
SC605 - Bus Network Education Resource	98
SC616 - Patient Safety and Safeguarding	99
SC801 - Planning and Environment (environmental information charges)	100
SC805 - Economic Development - Increase Income from Lancashire County Developments Limited (Lancashire Business Park)	101
SC811 - Economic Development	103

**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>	<p>Development of an assessment procedure to determine suitability to travel by bus or justification for taxi transport.</p> <p>Engagement with Pupil Referral Units</p> <p>Pupils/families/Head teachers informed of change and involved in planning for the impact. Full headteacher engagement in the development of pupil's transport plans and engaged in discussing strategies to ensure excluded pupils access education closer to home if there are viable alternatives.</p>			



<b>Is external consultation required</b>	No
<b>What are the risks associated with this change and how will they be mitigated</b>	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.
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required

**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,</b>	Not required			

if so, has one been undertaken?	
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**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

**Budget Change and Profiling (discrete year):**

2019/20	2020/21	2021/22	2022/23	Total
£m	£m	£m	£m	£m
0.000	-0.283	0.000	0.000	-0.283

**FTE implications:**

2019/20	2020/21	2021/22	2022/23	Total
0.00	3.00	0.00	0.00	3.00

**Investment Required (Invest to Save):**

2019/20	2020/21	2021/22	2022/23	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000

**Decisions needed to deliver the budgeted savings**

To procure an external contract for routine and reactive gully cleansing.

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.

**Impact upon service, other LCC services, service users and external partners**

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.

The service routinely cleanses 105,000 gullies per year and undertakes reactive cleaning and jetting works all within a budget of £1.547m.

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>County council vehicles are ageing and require increasing maintenance or replacement.</p> <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.</p>
<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>	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>The introduction of on street parking charges would require the promotion of a traffic regulation order which is subject to statutory public consultation and the consideration of any consequent objections.</p>	
<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>	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.			

	Procurement and installation of cameras. Recruitment of staff to manage administrative processes.	
<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>	1. Adoption of Digital First Strategy and commitment to support a digital channel shift			
	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).			
	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.			
	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.			
	5. A commitment to encourage and maximise self-service, manage the level of direct engagement with the customer and control quality.			

	<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>			

	addressed before change to new operating hours. This will include an effective communications plan and promotion of new hours.
<b>Is external consultation required</b>	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.
<b>What are the risks associated with this change and how will they be mitigated</b>	<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>
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Yes - completed

**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 – SC112**

<b>Service Name:</b>		Review of the management structure across Education and Children's 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>		£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> <p>Simultaneous activity linked to this saving will be that bids will be made to the Department for Education and other government departments for Innovation funding to support retention of management capacity where the need is greatest and to seek to offset the impact of this review in year one.</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> </ul>			

	<ul style="list-style-type: none"> <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> <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</p>			

	<p>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> <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>
<p><b>Actions needed to deliver the service change</b></p>	<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> <li>• Learning will take place from councils judged to be "outstanding" where they have used business support workers to reduce the work of social workers which may provide possibilities to offset these savings which a reduction in staff costs at the front line.</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>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</li> </ul>

	<p>a comprehensive induction, training and support package to encourage staff retention and professional development.</p> <ul style="list-style-type: none"> <li>• Delays in the introduction of the IT enhancements required as detailed above.</li> </ul>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>Not required</p>



**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>
-0.045	0.000	0.000	0.000	-0.045
<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>	<p>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.</p> <p>A further review of this target will be undertaken when the Department for Education (DFE) approves Lancashire's submission to change to the new safeguarding arrangements in June. It may be that further savings can be achieved linked to partnership collaboration and cooperation.</p>			
<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	
<b>What are the risks associated with this change and how will they be mitigated</b>	<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>	
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required	

**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.			

<p><b>Actions needed to deliver the service change</b></p>	<p>Analysis of "what works" evidence base to select range of interventions</p> <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>	
<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 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>	
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>Not required</p>	

**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>	<p>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.</p> <p>Simultaneous activity linked to this saving will be that bids will be made to the Department of Education and other government departments for Innovation funding to support retention of management capacity where the need is greatest and to seek to offset the impact of this review in year one.</p>			
<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> </ul>			

	<ul style="list-style-type: none"> <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 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	
<b>What are the risks associated with this change and how will they be mitigated</b>	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.	
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required	



**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</p>			

	impact on standards and provision in schools, if no school improvement is purchased.	
<b>Actions needed to deliver the service change</b>	<p>Review of education budgets for Children Looked After and Care Leavers</p> <p>Restructure of remaining areas of school improvement including required consultation with staff and trade unions.</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>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>	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> <a href="http://intranet.ad.lancscc.net/a-z/equality-analysis/">http://intranet.ad.lancscc.net/a-z/equality-analysis/</a>	not required

**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</p>			

	lives will be determined for each asset class where possible, and these will be used in place of the default 25 years.	
<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			

<p><b>What are the risks associated with this change and how will they be mitigated</b></p>	<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>
<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></p>	<p>not required</p>

**Reference – SC358**

<p><b>Service Name:</b></p>	<p>Child Protection Legal Services Legal Fees/Disbursements</p>			
<p><b>Which 'start year' does this option relate to 2019/20, 2020/21, 2021/22 or 2022/23</b></p>	<p>2019/20</p>			
<p><b>Gross budget 2018/19</b></p>	<p>£5.393m</p>			
<p><b>Income 2018/19</b></p>	<p>£0.000m</p>			
<p><b>Net budget 2018/19</b></p>	<p>£5.393m</p>			
<p><b>Budget Change and Profiling (discrete year):</b></p>				
<p><b>2019/20</b> £m</p>	<p><b>2020/21</b> £m</p>	<p><b>2021/22</b> £m</p>	<p><b>2022/23</b> £m</p>	<p><b>Total</b> £m</p>
<p>-0.393</p>	<p>-0.393</p>	<p>0.000</p>	<p>0.000</p>	<p>-0.786</p>
<p><b>FTE implications:</b></p>				
<p><b>2019/20</b></p>	<p><b>2020/21</b></p>	<p><b>2021/22</b></p>	<p><b>2022/23</b></p>	<p><b>Total</b></p>
<p>0.00</p>	<p>0.00</p>	<p>0.00</p>	<p>0.00</p>	<p>0.00</p>
<p><b>Investment Required (Invest to Save):</b></p>				
<p><b>2019/20</b> £m</p>	<p><b>2020/21</b> £m</p>	<p><b>2021/22</b> £m</p>	<p><b>2022/23</b> £m</p>	<p><b>Total</b> £m</p>
<p>0.000</p>	<p>0.000</p>	<p>0.000</p>	<p>0.000</p>	<p>0.000</p>
<p><b>Decisions needed to deliver the budgeted savings</b></p>	<p>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.</p>			
<p><b>Impact upon service, other LCC services, service users and external partners</b></p>	<p>Children's social care practitioners would need to revise their working practices.</p> <p>It would help free up court time.</p>			

<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	



**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>	<p>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).  Councillors less willing or able to devote as much time to council business  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>	
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required	

**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>	<p>Fewer or lower quality candidates coming forward for election.</p> <p>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> <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>	
<b>Is an Equality Analysis required and, if so, has one been undertaken?</b>	Not required	



**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>	Decision to reinstate charges for public parking at weekends on Arthur St car park at County Hall.			

	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.	
<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>	No	
<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>	Yes - completed	

**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			

<p><b>Impact upon service, other LCC services, service users and external partners</b></p>	<p>Interface with Commissioning where unmet need is identified and to commission new services that provide an alternative to long term residential care.</p> <p>Possible impact on residential care sector.</p>
<p><b>Actions needed to deliver the service change</b></p>	<p>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.</p> <p>To identify authorities to benchmark against and look at best practice in high performing authorities.</p> <p>A county residential forum will add the necessary rigour and evidence in relation to:</p> <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: <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> </li> <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>
<p><b>Is external consultation required</b></p>	<p>No</p>
<p><b>What are the risks associated with this</b></p>	<p>Increased demand and lack of alternative resource to meet social care need outside of residential care.</p>

<p><b>change and how will they be mitigated</b></p>	<p>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>
<p><b>Is an Equality Analysis required and, if so, has one been undertaken?</b></p>	<p>Yes - completed</p>

**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
<p><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></p>				
<p><b>Decisions needed to deliver the budgeted savings</b></p>	<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 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> <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>



<b>What are the risks associated with this change and how will they be mitigated</b>	<b>Risk</b>	<b>Mitigation</b>
	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 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

<p><b>Decisions needed to deliver the budgeted savings</b></p>	<p><b><i>Effective 1<sup>st</sup> April 2019</i></b></p> <p>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).</p> <p><b><i>For a transitional period 1<sup>st</sup> April 2019 to 30<sup>th</sup> September 2019</i></b></p> <p>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.</p>
<p><b>Impact upon service, other LCC services, service users and external partners</b></p>	<p>This budget option relates to fees and does not require a change to the nature of services being delivered.</p>
<p><b>Actions needed to deliver the service change</b></p>	<ul style="list-style-type: none"> <li>• LancashireCounty 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</i></li> </ul>

	<p><i>earliest possible date they could complete a consultation period with affected staff.</i></p> <ul style="list-style-type: none"> <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 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><b><i>Mitigation</i></b></p> <p>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><i>Recruitment &amp; Retention</i></b></p> <p>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>

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

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

	<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><i>Provider Financial Stability</i></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, if so, has one been undertaken?</b></p>	<p><b><i>NOT REQUIRED:</i></b></p> <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>

**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.

**Temporary:**

2019/20	2020/21	2021/22	2022/23	Total
£m	£m	£m	£m	£m
0.529	0.529	0.000	0.000	1.058

**Decisions needed to deliver the budgeted savings**

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 in their own self-contained accommodation with their own front door with good access to community facilities.
2. Approve the approach to decommission some 1,2 and 3 person tenancies for those people to move to flat schemes
3. Approve the establishment of a social work team, specific to this modernisation work
4. Approve the establishment of 2 Grade 12 posts/Consultancy Equivalent for 2 years as Strategic Leads for this work.
5. Approve an under occupancy policy to manage the significant voids in supported housing

**Impact upon service, other LCC services, service users and external partners**

- **Service** – the vast majority of supported housing is currently represented by shared households. This proposal will change the balance of provision by providing more flat scheme accommodation. The number of shared houses will reduce, particularly those for less than 4 people and single tenancies.

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.

- **Citizens with disabilities or mental health needs** – The development of new flat scheme accommodation

	<p>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 :</p> <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> <li>f) New demand e.g. young people transitioning from children's services</li> </ol> <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> </ul>



	<ul style="list-style-type: none"> <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> <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>	<table border="1"> <thead> <tr> <th data-bbox="571 1458 991 1536"><b>Risk</b></th> <th data-bbox="991 1458 1418 1536"><b>Mitigation</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="571 1536 991 1966">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.</td> <td data-bbox="991 1536 1418 1966">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.</td> </tr> <tr> <td data-bbox="571 1966 991 2036">2. People do not move from their current setting</td> <td data-bbox="991 1966 1418 2036">In order to maximise the accommodation options for</td> </tr> </tbody> </table>	<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	In order to maximise the accommodation options for
<b>Risk</b>	<b>Mitigation</b>						
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2. People do not move from their current setting	In order to maximise the accommodation options for						

	<p>into new flat schemes including resistance to change from service users, families, etc</p>	<p>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.</p> <p>A tenant will not give notice on a tenancy until a suitable alternative has been identified and a timescale for moving agreed with all parties.</p>
	<p>3.National guidance, e.g. 'Building the Right Home' guidance in 2016 states that</p> <p><i>"Housing with 6 or more people can quickly become institutionalised and Commissioners should carefully consider the service design when creating schemes of multiple units within close proximity to ensure the service enables the tenants to have control over where they live and who provides their support"</i></p> <p>Size of schemes is also reflected in the national guidance 'Building the Right Support' issued in</p>	<p>Having ongoing discussions with CQC. Also, research with other Councils has shown that if the scheme is built with the correct ethos in line with national guidance then larger schemes are acceptable.</p>

	2015 and endorsed by the Care Quality Commission who work to these guidelines when dealing with registration requirements of supported housing schemes.	
	4. The anticipated savings are not realised due to unexpected costs	Being clear at the outset around the model of support for background and individual support and having signed agreements with providers around issues such as no financial responsibility for vacancies.
	5. If there are any mental capacity issues around a proposed move to a flat scheme, this could involve the Court of Protection and lengthen timescales which may then impact on keeping the vacancy open until the issues are resolved	Involving mediation/advocacy at an early stage may prevent the need for more formal proceedings
	6. Lack of staff resources to carry out assessments and facilitate moves to flat scheme accommodation	Recruitment of a specific social work team with a defined remit for this project
	7. Legal implications in relation to Housing Management Agreements (HMA) or Support Contracts - In some circumstances there may be legally binding obligations within an HMA or a Support Contract which prevent the Local Authority or Support Provider from ending the HMA early.	This should not prevent consideration being given to the suitability of an individual to remain in a tenancy if it does not meet their needs. The Terms of each HMA will be subject to review and where possible an HMA will be renegotiated with the Housing Provider to ensure that it is fit for purpose.
<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
*Please note that this is an extension to the funding of current staff – therefore no FTE is included.				
<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

<p><b>Decisions needed to deliver the budgeted savings</b></p>	<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>
<p><b>Impact upon service, other LCC services, service users and external partners</b></p>	<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>
<p><b>Actions needed to deliver the service change</b></p>	<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>
<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>• 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
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**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



## Treasury Management Strategy 2019/20

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Under the Local Government Act 2003, local authorities must have regard to statutory proper practices in their treasury management activities. In effect this means the council must adhere to the Chartered Institute of Public Finance and Accountancy's 'Treasury Management in the Public Services: Code of Practice' 2017 edition (the CIPFA Code), and the Ministry of Homes, Communities and Local Government (MHCLG) guidance on local authority investments.

The CIPFA code requires the treasury management strategy to be produced and approved annually. In addition the MHCLG has issued updated statutory guidance on local government investments. This now covers a wider definition of investments and includes those that support local public services by lending to or buying shares in other organisations (service investments), and those made to earn investment income (known as commercial investments where this is the main purpose). Investments held for service purposes or for commercial profit are considered in the non-treasury investment strategy.

In conjunction with the detailed treasury management practices approved by the Director of Finance, the strategy provides the policy framework for the engagement of the council with financial markets in order to fund its capital investment programme, to maintain the security of its cash balances and protect them from credit, liquidity, inflation and interest rate risk.

The strategy includes provisions for borrowing, treasury investments, financial derivatives and the indicators that will be used for monitoring purposes throughout the year. It is designed to achieve the following objectives:

- To ensure the security of the principal sums invested which represent the council's various reserves and balances.
- To ensure that the council has access to cash resources as and when required.
- To minimise the cost of the borrowing required to finance the council's capital investment programme, and manage interest and inflation rate risks appropriately.
- To maximise investment returns commensurate with the council's policy of minimising risks to the security of capital and its liquidity position.

In setting the treasury management strategy, the following factors have a strong influence:

- the economic forecast
- the council's current investment and borrowing portfolio
- estimates of future borrowing and investment requirements

## ***Economic forecast***

The UK's progress in negotiating its exit from the European Union (EU), together with its future trading arrangements, will continue to be a major influence on the economy and therefore the council's treasury management strategy for 2019/20.

UK Consumer Price Inflation (CPI) for October was up 2.4% over the year, slightly below the consensus forecast. The most recent labour market data for October 2018 showed the unemployment rate edged up slightly to 4.1% while the employment rate of 75.7% was the joint highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.3% as wages continue to rise steadily. Adjusted for inflation, real wages grew by 1.0%, a level still likely to have little effect on consumer spending.

At 1.5%, annual GDP growth continues to remain below trend. Looking ahead, the Bank of England, in its November Inflation Report, expects GDP growth to average around 1.75% over the forecast horizon, providing the UK's exit from the EU is relatively smooth.

Following the Bank of England's decision to increase Bank Rate to 0.75% in August, no changes to monetary policy has been made since. However, the Bank expects that should the economy continue to evolve in line with its November forecast, further increases in Bank Rate will be required to return inflation to the 2% target. The Monetary Policy Committee continues to reiterate that any further increases will be at a gradual pace and limited in extent.

**Credit outlook:** The big four UK banking groups have now divided their retail and investment banking divisions into separate legal entities under ringfencing legislation. Bank of Scotland, Barclays Bank UK, HSBC UK Bank, Lloyds Bank, National Westminster Bank, Royal Bank of Scotland and Ulster Bank are the ringfenced banks that now only conduct lower risk retail banking activities. Barclays Bank, HSBC Bank, Lloyds Bank Corporate Markets and NatWest Markets are the investment banks. Credit rating agencies have adjusted the ratings of some of these banks with the ringfenced banks generally being better rated than their non-ringfenced counterparts.

**Interest rate forecast:** Following the increase in Bank Rate to 0.75% in August 2018, the Authority's treasury management adviser Arlingclose is forecasting two more 0.25% hikes during 2019 to take official UK interest rates to 1.25%. The Bank of England's Monetary Policy Committee (MPC) has maintained expectations for slow and steady rate rises over the forecast horizon. The MPC continues to have a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. Arlingclose contend that MPC members consider both that ultra-low interest rates result in other economic problems, and that higher Bank Rate will be a more effective policy weapon should downside Brexit risks crystallise when rate cuts will be required.

The UK economic environment remains relatively soft, despite seemingly strong labour market data. Arlingclose's view is that the economy still faces a challenging

outlook as it exits the European Union and Eurozone growth softens. While assumptions are that a Brexit deal is struck and some agreement reached on transition and future trading arrangements before the UK leaves the EU, the possibility of a “no deal” Brexit still hangs over economic activity. As such, the risks to the interest rate forecast are considered firmly to the downside.

Long-term borrowing rates have remained at low levels but some upward movement from current levels is expected based on Arlingclose’s interest rate projections, due to the strength of the US economy and the ECB’s (European Central Bank) forward guidance on higher rates.

### **Current portfolio**

The council’s treasury portfolio (excluding transferred debt) as at 30 November 2018 was as follows.

	£m
Call accounts	22.723
Local authority deposits	76.300
Government, local government and supra-national bonds	299.938
Corporate bonds	107.022
<b>Total Investments</b>	<b>505.983</b>

Short term loans	536.500
Shared investment scheme	60.675
Long term loans - local authorities	147.300
Long term loans - PWLB	338.850
<b>Total Borrowing</b>	<b>1,083.325</b>

<b>Net Borrowing</b>	<b>577.342</b>
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### **Estimates of future borrowing and investment requirements**

In the medium term the prudential code requires that the council borrows for capital purposes only. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The following table compares the estimated CFR to the borrowing at 30 November 2018. This gives an indication of the borrowing required and the resources available for investment.

The CFR forecast includes the latest approved capital programme. Clearly, this will be subject to change as the capital programme develops.

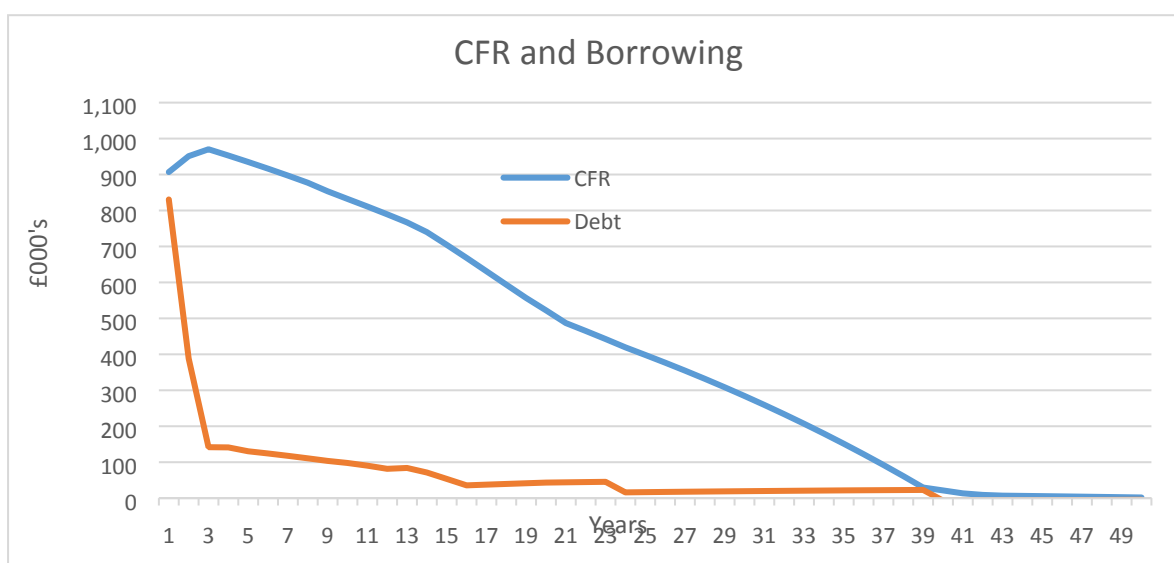
	31/3/2019	31/3/2020	31/3/2021	31/3/2022
	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m
Capital Financing Requirement	1,058.409	1,097.746	1,109.761	1,085.866
Less other long term liabilities	-151.521	-146.602	-139.487	-132.980
Borrowing CFR	906.888	951.144	970.274	952.886
Less external borrowing	-903.150	-456.150	-204.600	-199.600
Borrowing requirement for capital	3.738	494.994	765.674	753.286
Other borrowing requirements*	137.627	132.103	126.890	121.773
Reserves and working capital	-380.094	-337.855	-309.474	-309.000
Borrowing/ -Investment need	-238.729	289.242	583.090	566.059

\*shared investment scheme, debt held on behalf other local authorities and premiums

## Borrowing Strategy

The borrowing strategy will be determined by the need for the council to borrow and the impact of the economic climate on the prevailing cost and availability of borrowing.

The council borrows for capital purposes with the underlying need to borrow for capital purposes being measured by the Capital Financing Requirement (CFR). CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the council's total debt should be lower than its highest forecast CFR over the next three years. The council has a borrowing requirement over the next three years, however in assessing the need to borrow consideration is given to the requirement to borrow for the longer term. The graph below compares the estimated CFR and debt for the next 50 years given the capital programme, MRP policy and the debt maturity position at 30 November 2018.



The graph demonstrates that there is a need to borrow over the long term although the amount required reduces over time. There is a large requirement in the early years. This is due to the impact of new capital schemes in the programme and the need to replace existing debt as the council has followed a policy of taking short term loans to take advantage of existing market conditions. In addition to the borrowing for capital there is likely to be borrowing requirements for the shared investment scheme, debt held on behalf of other local authorities and premiums which are outside the CFR.

The council's borrowing strategy continues to balance the issues of affordability while ensuring the borrowing needs are met and providing some certainty of cost over the long term.

With short-term interest rates currently lower than long-term rates, it has been more cost effective in the recent past to borrow short-term. Given the economic outlook, significant increases in interest rates are not forecast in the medium term, this situation is likely to continue. However, there is significant economic uncertainty and rates are at historically low levels. Therefore the benefits of short-term borrowing will be monitored regularly. As a result the council may borrow additional sums at long-term fixed rates in 2019/20 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

There are a range of options available for borrowing in 2019/20:

- Variable rate borrowing is expected to be cheaper than fixed rate long term borrowing and will be attractive during the financial year, particularly as variable rates are closely linked to Bank Rates.
- Under 10 years rates are expected to be lower than long term rates, so this opens up a range of choices that may allow the council to spread maturities.
- Additionally, although it is not felt appropriate at this time, borrowing can be achieved through the issuance of a 'commercial paper (an unsecured, short-term debt instrument issued by a corporation) euro medium term note (EMTN, a debt instrument with fixed payments that are directly issued to the market).

Against this background, the Director of Finance will, in conjunction with the council's advisers, monitor the interest rate situation closely and will adopt a pragmatic approach to delivering the objectives of this strategy within changing economic circumstances. All decisions on whether to undertake new or replacement borrowing to support previous or future capital investment will be subject to evaluation against the following criteria:

- a) Overall need namely whether a borrowing requirement to fund the capital programme or previous capital investment exists;
- b) Timing, when such a borrowing requirement might exist given the overall strategy for financing capital investment, and previous capital spending performance;
- c) Market conditions, to ensure borrowing that does need to be undertaken is achieved at minimum cost;
- d) Scale, to ensure borrowing is undertaken on a scale commensurate with the agreed financing route.

All long term decisions will be documented reflecting the assessment of these criteria.

## ***Sources of borrowing***

The approved sources of long-term and short-term borrowing will be:

- Public Works Loan Board
- UK Local Authorities
- Any institution approved for investments including high quality supranational banks such as the European Central Bank
- UK public and private sector pension funds
- Any other financial institution approved by the Prudential Regulation Authority, (this is part of the Bank of England and is responsible for the regulation and supervision of around 1,700 banks, building societies, credit unions, insurers and major investment firms)
- Capital market bond investors either over the counter or through electronic trading platforms

## ***Borrowing instruments***

The council may only borrow money by use of the following instruments:

- Bank overdrafts
- Fixed term loans
- Callable loans or revolving credit facilities where the council may repay at any time (with or without notice)
- Callable loans where the lender may repay at any time, but subject to a maximum of £150m in total
- Lender's option borrower's option (LOBO) loans, but subject to a maximum of £100m in total
- Bonds, notes, bills, commercial paper and other marketable instruments.
- Sale and repurchase (repo) agreements

Loans may be borrowed at either a fixed rate of interest, or at a variable rate linked to a market benchmark interest rate, such as London Interbank Offered Rate (LIBOR) which is the average interest rate at which a large number of banks on the London money market are prepared to lend to one another on unsecured funds or the Sterling Overnight Index Average (SONIA) which is administered by the Bank of England. The balance between fixed and variable rates will be subject to the limits on interest rate risk approved in this Treasury Management Strategy.

## ***Debt restructuring***

The council regularly monitors both its debt portfolio and market conditions to evaluate potential savings from debt restructuring.

## ***Other borrowing***

The council may borrow for short periods of time to cover unexpected cash flow shortages and to take deposits on the shared investment scheme. Also to provide cash flow support for the Preston, South Ribble and Lancashire City Deal project. This



is to cover the gap between the cost of construction of infrastructure and the payment of contributions from other organisations including the government and developers. This borrowing is temporary but will be reflected within the Prudential Limits

## **Policy on Borrowing in Advance of Need**

The council will not borrow more than or in advance of need with the objective of profiting from the investment of the additional sums borrowed. However, borrowing in advance of need is appropriate in the following circumstances:

- a) Where there is a defined need to finance future capital investment that will materialise in a defined timescale of 2 years or less; and
- b) Where the most advantageous method of raising capital finance requires the council to raise funds in a quantity greater than would be required in any one year, or
- c) Where in the view of the s151 officer, based on external advice, the achievement of value for money would be prejudiced by delaying borrowing beyond the 2 year horizon.

Having satisfied the criteria above, any proposal to borrow in advance of need would be reviewed against the following factors:

- a) Whether the ongoing revenue liabilities created, and the implications for the future plans and budgets have been considered and reflected in those plans and budgets with the value for money of the proposal fully evaluated.
- b) The merits and demerits of alternative forms of funding.
- c) The alternative interest rate bases available, the most appropriate periods over which to fund and repayment profiles to use.

All decisions will be documented reflecting the assessment of these circumstances and criteria.

## **Treasury Management Investments Strategy**

The council holds reserves and other cash items on its balance sheet which are invested. In investing these cash balances the council follows guidance issued by CIPFA and MHCLG.

The MHCLG guidance requires treasury management investments to prioritise security, liquidity and yield in that order of importance. The council will not make any investments with low credit quality bodies, nor any that are defined as capital expenditure by legislation, such as company shares.

The council has in recent years pursued a policy to hold as investments a sum as close as possible to the cash value of its reserves and balances. This policy will continue in 2019/20 but it will be regularly reviewed to ensure value for money is achieved.

## ***Business model for holding investments***

Under the new IFRS 9 (International Financial Reporting Standard), the accounting for certain investments depends on the council's "business model" for managing them. In general, the authority holds investments to either collect the contractual cash-flows or a mixture of holding for the contractual cash-flows and sale proceeds. Neither of these would result in changes in market value having to be a charge against the Council Tax at year end. However, if investment assets are held for the purpose of trading any changes in the asset value is charged to the accounts. The business model for the main treasury management investments are as follows:

Local authority investments - these are principally investments for a fixed term which are held to maturity. In addition, the authority holds some long term bonds issued by local authorities which are also held to maturity. In both cases interest is received on agreed dates and are held for the contractual cash-flows therefore they will be valued at amortised cost.

Gilts - the holding of Gilts represent a key part of the strategy for holding investments to back up the reserves and balances while maintaining a low credit risk portfolio. They are also a liquid asset and periodic sales will be incurred in reaction to market movements to enhance the overall yield of the holdings but this is not the primary aim of the holding and therefore Gilts will be held at fair value through other comprehensive income (FVOCI) which means that market value changes will not be charged against Council Tax.

Other bonds - the council also holds other high credit quality corporate bonds. These are held primarily for the purposes of liquidity providing a low credit risk holding. These are bought and sold in relation to cash needs and therefore the valuation will be such that the market value changes will not be charged against Council Tax.

## ***Approved counterparties***

The counterparty credit matrix is at the heart of the council's treasury management strategy and has always been conservatively constructed to protect the council against credit risk whilst allowing for efficient and prudent investment activity.

However, the council does not rely solely on credit ratings in assessing counterparties. Other market information is also monitored such as information from the credit default swap (CDS) market and any press releases in general. In this way ensuring the council transacts with only the highest quality counterparties.

The council requires very high credit ratings for an organisation to be considered a suitable counterparty for investment purposes. Despite a number of downgrades within the financial sector the council has not reduced the credit ratings required from its counterparties, but has maintained the existing very high ratings required for short, medium and long term investments. These are set out as follows:

For short term lending of up to 1 year, the short term ratings from the ratings agencies be used and that a counterparty must have a minimum of the following:

Moody's	P1
S&P	A1
Fitch	F1

Short term ratings were specifically created by the agencies for money market investors as they reflect specifically the liquidity positions of the institutions concerned.

For medium term investments in the form of tradeable bonds or certificates of deposit (1 to 5 years, where immediate liquidation can be demonstrated), a blended average of the ratings will be taken (averaging across all available ratings), with a minimum of:

Long term	AA3/AA-,
Short term	P1/F1+/A1+

For longer term investments (5 years and above) in the form of tradeable bonds where immediate liquidation can be demonstrated, a blended average of the ratings will be taken, with a minimum of:

Long term	AA2/AA
Short term	P1/A1+/F1+

The detailed calculation methodology of the blended average will be agreed with the council's advisers and set out in the treasury management practices document.

If the counterparty of an existing investment falls outside the policy due to a change in credit rating, full consideration will be made, taking into account all relevant information, as to whether a premature settlement of the investment should be negotiated.

The minimum sovereign rating for investment is AA- with the exception of the UK. The UK's latest rating was issued by Moody's in September 2017 when they reduced the long term rating to Aa2.

Although the rating still falls within the current strategy it is possible as the Brexit process proceeds or if there is an economic downturn that there will be further downgrades. This could result in investments in UK government Gilts, treasury bonds and bodies guaranteed by the UK government falling outside the treasury management strategy. However, even if there is a further reduction in the UK credit rating, the UK government is still deemed a safe investment. The government has never defaulted on its payments and as an ultimate solution it could prevent insolvency by printing money. Therefore it is proposed that the AA- minimum sovereign rating is not applied to the UK.

The table below shows the approved investment counterparties and limits:

Instrument	Minimum Credit Rating (blended average)	Maximum individual Investment (£m)	Maximum total Investment (£m)	Maximum Period
UK Government Gilts, Treasury Bills, Debt Management Office & bodies guaranteed by UK Government	UK Government	600	600	No limit
Sterling Supranational Bonds & Sterling Sovereign Bonds	AA-	150	300	No limit
Corporate Bonds (Short Term less than 1yr to maturity)	P1/A1/F1	50	200	1 year
Corporate Bonds (Medium term up to 5 years)	AA- P1/A1/F1	100	300	5 years
Corporate Bonds (Long term)	AA P1/A1+/F1+	50	200	No limit
Government Bond Repurchase Agreements (Repo/ Reverse Repo)	UK Government	300	300	3 years
Repurchase Agreements (Repo/ Reverse Repo)	Other AA-	200	200	1 year
Bond Funds with weighted average maturity maximum 3 years	AA Rated weighted average maturity 3yrs	50	100	These investments do not have a defined maturity date
Bond Funds with weighted average maturity maximum 5 years	AAA Rated	50	100	These investments do not have a defined maturity date
Collateralised lending agreements backed by higher quality government or local government and supra national sterling securities.	AA- with cash or AA- for any collateral	300	300	25 years
Call accounts with UK and Overseas Banks (domiciled in UK)	P1/A1/F1 Long term A Government support	100	200	Overnight in line with clearing system guarantee (currently 4 years)
Unsecured deposits/CDs to Banks and Building Societies	AA	10	50	1 year
Equity, property, multi asset or credit Pooled Funds	Ratings are not produced for such Funds	50	100	These investments do not have a defined maturity date
Local authority fixed term deposits	Government	30	450	50 years
Local authority bonds	Government	50	300	50 years

Other than call account and operational bank accounts the council does not currently make unsecured investments with banks. This is as a result of the risk following the implementation of 'bail-in' legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future. However the option to undertake small scale lending, widely spread, may have some value and is therefore included in the policy.

Regarding investments with other local authorities, Arlingclose state that they are comfortable with clients making loans to UK local authorities for periods up to two years, subject to this meeting the approved strategy. For periods longer than two years they recommend that additional due diligence is undertaken prior to a loan being made. On this basis it is proposed that the nominal value of investments to local authorities are limited as follows:

	Maximum individual investment	Maximum total investment	Maximum period
Up to 2 years	£30m	£200m	2 years
Over 2-10years	£25m	£150m	10 years
Over 10 years	£25m	£100m	50 years

In addition to fixed term deposits occasionally local authorities issue bonds. The investment policy allows the county council to purchase such bonds as an investment which are generally held to maturity. The holding of the bonds is considered to be outside the limits expressed above but for the purpose of risk management the total of the bonds plus fixed term deposits with any one authority should not exceed £50m.

The council's day to day transactional bank, National Westminster, lies outside the investment credit matrix but emergency overnight deposits may be placed with them from time to time. In practice the balances are considered on a daily basis and kept as near to zero as possible. The balance on any day is typically below £1m. If there was a failure of National Westminster it is anticipated that they would be subject to bank bail-in rather than made insolvent. This increases the chance of the council maintaining operational continuity but any monies in the bank would be at risk of at least a partial loss.

### ***Long term investments***

The Treasury Management code requires where an authority invests, or plans to invest, for periods longer than one year then an upper limit for investments maturing in excess of one year is set. The authority does have fixed term deposits which are for longer than a year and the bonds usually purchased have a maturity date which is in excess of one year and these could be held to maturity.

However, the investments are held in government and supranational securities, which are highly liquid. In addition the council holds a secondary liquidity investment book of very high quality covered floating rate notes (FRNs) which are typically issued for a 3 to 5 year term. Because these instruments have their rates re-fixed, at current market rates every 3 months, their price shows a very low sensitivity to changes in market rates, so that although they are classified as long term instruments, in practice they

operate as fixed instruments with a maximum of 3 months to maturity and can be liquidated with one or two days' notice. Therefore the 'long term investments' total contains instruments which operate with a short term horizon and which are central to achieving the council's security and liquidity objectives.

As a result of the nature of the assets held it is considered appropriate to have high limit which is related to the forecast of reserves and balances held (currently forecast to be £338m at 31 March 20). However, it is anticipated that the reserves will reduce gradually during the year with positive cash-flows requiring a higher level of investments to be held. Therefore the proposed limit for 2019/20 is £475m.

In recent times, a wider range of investment instruments within the area of sterling deposits have been developed by financial institutions. All of these afford similar security of capital to basic sterling deposits but they also offer the possibility, although never of course the certainty, of increased returns. The Director of Finance will, in liaison with the council's external advisers, consider the benefits and drawbacks of these instruments and whether any of them are appropriate for the council. Decisions on whether to utilise such instruments will be taken after an assessment of whether their use achieves the council's treasury management objectives.

## **Policy on the Use of Financial Derivatives**

The council will only use financial derivatives (such as swaps, forwards, futures and options) on a standalone basis, where it can clearly be demonstrated that as part of the prudent management of the council's financial affairs the use of financial derivatives will have the effect of reducing the level of financial risks that the council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Many embedded derivatives are already used by local authorities across England and Wales including Lancashire, although unlike the government, commercial sector and other public service areas stand-alone derivatives have not generally been used.

A derivative is a financial instrument with three main features:

- The value changes in response to an underlying variable.
- The transaction requires no initial investment, or an initial net investment smaller than would be required for other types of contract with a similar expected response to market changes.
- The contract is settled at a predetermined future date.

The underlying variable represents an existing external risk for which the hedge is required. Examples are a specified interest rate, a commodity price, a credit rating, a foreign exchange rate or any other variable, however as the council's treasury activity is not directly exposed to all of these risks, for example foreign exchange or commodity prices, the council's use of derivatives would be restricted to the management and hedging of interest and inflation rate risk only.

The embedded and standalone derivatives which can be used by the council to manage interest rate risk are summarised as follows:

<b>Class</b>	<b>Use</b>	<b>Standalone</b>	<b>Embedded</b>
Forwards	To fix an interest or inflation rate for a single period in the future	Forward Rate Agreement (FRA), Gilt lock, interest rate or Gilt futures	Forward Deal
Swaps	To exchange interest or inflation rate exposures (eg. fixed to floating)	Interest or inflation rate swap (IRS), basis swap.	Variable rate deposit, Floating rate note
Purchased Options	The right but no obligation to fix an interest or inflation rate in exchange for paying a premium	Caps, floors, collars, swaptions, puts, calls	Callable loan Collared deposit

The council will not sell interest rate or inflation rate options, (i.e. give another party the right to fix a rate) since these cannot reduce the council's risk. The only exception is where a sold option is combined with a purchased option of equal or higher premium to create a collar.

There are two methods of engaging in derivative contracts, exchange traded or settled derivatives and over the counter (OTC) derivatives. The former are available in public markets and trade over a physical exchange with a clearing house acting as an intermediary and include futures and options. OTC contracts are privately negotiated and traded between two counterparties and can include swaps and forwards.

In a derivative contract both parties are often required to provide collateral (i.e. pools of valuable and liquid assets set aside specifically to back liabilities arising from the contract) to reduce credit risk. The method of assessing counterparty quality and suitability of collateral within the structure of the contracts is shown as follows:

<b>Product</b>	<b>Counterparty Quality</b>	<b>Security</b>	<b>Method</b>
Exchange traded or cleared product	Credit rating of exchange	Credit rating of clearing agent	Margin netting
Bilateral FRAs and swaps assuming netting	Credit rating of counterparty	Full 2-way collateral arrangements	Types of collateral agreed and any haircuts
OTC Options	Credit rating of counterparty	Agreed full 2-way collateral	Types of collateral and haircuts
Intra Local Authority swaps	Assumed Credit rating	2-way collateral (cash)	No haircut

The credit quality of the collateral acceptable to the county council will be determined by the credit rating of the counterparty or exchange, along with credit default swap prices which react much quicker than credit rating agencies and can be used as early indicators of credit or liquidity problems.

The following table defines the appropriate limits for collateral quality:

Counterparty type	Documentation	Collateral types	CDS levels	Rating
Exchange	MIFCA	Cash margins	<75bp	AA
Bank	ISDA/CSA	Cash and Government bonds	<100bp	A3
Insurer and Pension Fund	ISDA CSA	Cash and Government bonds	<100 (Insurers)	A3 (Insurers)
Local Authority	Contract	Cash and Government bonds	England/Wales None	England and Wales None

The council will only use derivative contracts to hedge existing risks. This is reflected in the limits below. The 100% upper limit means that the council has the option to hedge all of, but not more than, its interest rate risk if felt appropriate.

Exposure Metric	Min Hedge	Max Hedge	Granularity	Tool
Interest rate	0%	100%	0-3 months 3-6 months 6-12m months 1 to 2 years 2-5 years and 5 year blocks	FRA, Futures, Options, Swaps Swaption
Inflation rate	0%	100%	1 block	Swap, Swaption, Option

In addition hedge accounting will be used to periodically to test the effectiveness of the hedge. It is expected the hedge will work with between 80% and 125% effectiveness in accordance with International Accounting Standards. If the effectiveness is measured as falling outside these parameters, the structure of the hedge will be changed in response.

The calculation method of interest rate risk to be hedged and hedge effectiveness will be set out in the treasury management practices document.

At all times the council will comply with CIPFA advice and guidance on the use of financial derivatives and have regard to CIPFA publications on risk management. However the council may need to seek its own legal advice.

It is anticipated that there may be occasions when it is appropriate to undertake transactions which seek to reduce the council's specific exposure to interest rate risk. A standard market technique involves selling Gilts to be paid for at an agreed date in the future rather than the normal next working day. It is proposed that the advance date is restricted to 1 month and the limit on the transaction(s) outstanding is £100m in total.



## Impact on the County Council's Revenue Budget

With base rates at exceptionally low levels, investment returns are likely to continue to be far lower than has previously been the case. However, in the knowledge that a portion of cash invested will not be required in the short term; and to protect against continued low investment rates; investments may be made for longer time periods, depending on cash flow considerations and the prevailing market conditions.

The performance target on investments is a return above the average rate for 7 day notice money.

The following table outlines the budget for the financing charges element of the council's revenue budget as reflected in the Medium Term Financial Strategy.

	Revenue Budget 2018/19 £m	Revenue Budget 2019/20 £m	Revenue Budget 2020/21 £m	Revenue Budget 2021/22 £m
Minimum Revenue Provision	23.432	14.936	16.316	17.209
Interest paid	23.604	24.410	24.407	24.505
Interest earned	-7.777	-12.384	-12.372	-12.384
Grants received	-0.220	-0.200	-0.180	-0.160
<b>Total</b>	<b>39.039</b>	<b>26.762</b>	<b>28.171</b>	<b>29.170</b>

The revenue budget above reflects a position which takes account of the views of both internal and external advisers, particularly in relation to interest rate movements. Provision has also been made for changing some of the borrowing to a long term fixed rate rather than the existing short term rates in 2020/21.

The position will be closely monitored by the Director of Finance and any changes will be reflected in forecasts presented to Cabinet.

## Treasury Management Indicators

In line with the relevant legislation the county council has adopted the Prudential Code for Capital Finance in Local Authorities and the CIPFA Treasury Management in the Public Services Code of Practice (2017) as setting the framework of principles for its treasury management activities. In accordance with the requirements of these codes the council produces each year prudential indicators which provide either a framework for the prudent management of its treasury management including limits with regard to certain types of activity such as borrowing. The indicators below are a consequence of the activities set out within the treasury management strategy.

### ***Authorised and Operational Limits for debt***

The 'authorised limit' is a prudent estimate of external debt, but allows sufficient headroom for unusual cash flow movements. Taking into account the capital plans and estimates of cash flow and its risks, the authorised limits for external debt are as follows:

	2018/19 Revised	2019/20	2020/21	2021/22
	£m	£m	£m	£m
Borrowing	1,150	1,200	1,250	1,200
Other long term liabilities	175	175	175	175
<b>TOTAL</b>	<b>1,325</b>	<b>1,375</b>	<b>1,425</b>	<b>1,375</b>

The 'operational limit' for external debt is based on the same estimates as the authorised limit. However, although it reflects a prudent estimate of debt, there is no provision for unusual cash flow movements. In effect, it represents the estimated maximum external debt arising as a consequence of the council's current plans. As required under the Code, this limit will be carefully monitored during the year. The proposed operational limits for external debt are:

	2018/19 Revised	2019/20	2020/21	2021/22
	£m	£m	£m	£m
Borrowing	1,100	1,110	1,120	1,100
Other long term liabilities	155	155	155	155
<b>TOTAL</b>	<b>1,255</b>	<b>1,265</b>	<b>1,275</b>	<b>1,255</b>

The actual external debt at 31 March 2018 was £959.9m.

### **Gross debt and the capital financing requirement**

CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the authority's total debt should be lower than its highest forecast CFR over the next three years. The county councils borrowing is in excess of the CFR however, in making this comparison certain borrowing is included in the total borrowing but does not count against the CFR. These include the shared investment scheme, premiums paid and the transferred debt.

	As at 31 March			
	2019	2020	2021	2022
	£m	£m	£m	£m
Borrowing CFR	906.888	951.144	970.274	952.886
Estimated total borrowing	1,044.515	1,083.247	1,097.164	1,074.659
Borrowing in excess of CFR	137.627	132.103	126.890	121.773
<b>Represented by:</b>				
Premiums	48.672	45.020	41.456	38.008
Shared Investment Scheme	42.750	42.750	42.750	42.570
Borrowing relating to other authorities	46.205	44.333	42.684	41.195

The indicators and limits relating to specific treasury management activities are set out as follows.

### **Interest rate exposure**

In order to control interest rate risk the council measures its exposure to interest rate movements. These indicators place limits on the overall amount of risk the council is exposed to. The one year impact indicator calculates the theoretical impact on the revenue account of an immediate 1% rise in all interest rates over the course of one financial year.

	Upper Limit
Upper limit on one-year revenue impact of a 1% rise in interest rates	£30m

### **Maturity structure of debt**

Limits on the maturity structure of debt help control refinancing risk.

	Upper Limit
Under 12 months	75%
12 months and within 2 years	75%
2 years and within 5 years	75%
5 years and within 10 years	75%
10 years and above	75%

### **Investments over 1 year**

Limit on the level of long term investments helps to control liquidity, although the majority of these investments are currently held in securities which are readily saleable. The limit is largely determined by the forecast of reserves and balances held at the year-end (currently forecast to be £338m). The level of investments will be managed to be in line with the estimated reserves and balances and cash flow at 31 March 20 (deemed an operational limit which will be reviewed during the year). However, it is anticipated that the level of reserves will fall gradually during the year and there will be positive cash-flows in year which will require a higher level of investments to be held including bonds held specifically for liquidity purposes. Therefore it is proposed that the limit for maturities in excess of one year is £475m for each of the years.

	Upper limit
Total invested over 1 year	£475m
Operational or forecast limit at 31 March 2020	£375m

### **Minimum Average Credit Rating**

To control credit risk the council requires a very high credit rating from its treasury counterparties.

	Benchmark
Average counterparty credit rating	A

