



**Money Matters -
Additional Savings 2018/19 – 2020/21
(including Equality Impact Assessments)**

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LD0013 – MEMBER GRANTS

Service Name:	Member Grants		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£0.252m		
Income 2017/18	£0.000m		
Net budget 2017/18	£0.252m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.252	0.000	0.000	-0.252
FTE implications:			
2018/19	2019/20	2020/21	Total
<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
Decisions needed to deliver the budgeted savings	Agree to cease the Members Grant scheme.		
Impact upon service	Impact assessments would not specifically be required given that the grants scheme supports external organisations and are not delivering essential services. However, some assessment may be needed of the impact on strategic/corporate priorities.		
Actions needed to deliver the target savings	The scheme operates on an annual basis. It will cease at the close of this financial year, and no grants will be offered in 2018/19. Consideration will need to be given to any unspent funding.		
What are the risks associated with this saving and how will they be mitigated	<p>Most grants are one offs and low value. Grants cannot be used for core funding, so long term impact on community groups is likely to be limited. However, many groups apply regularly, and there could be an impact on public perception. Councillors would also have less ability to support their local communities.</p> <p>Other funding streams remain available for the third sector, both through LCC and other partners.</p>		

What does this service deliver?

The County Council gives each elected member a budget of £3,000 to support local voluntary, community and faith sector (VCFS) groups and/or activities in their electoral division.

Section 4

Equality Analysis Toolkit

Local Member Grants
For Decision Making Items

August 2017

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

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

When fully followed this process will assist in ensuring that the decision-makers meet the requirement of section 149 of the Equality Act 2010 to have due regard to the need: to eliminate discrimination, harassment, victimisation or other unlawful conduct under the Act; to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and to foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

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

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

This process should be completed with reference to the most recent, updated version of the Equality Analysis Step by Step Guidance (to be distributed) or EHRC guidance at

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

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

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

Specific advice on completing the Equality Analysis and advice, support and training on the Equality Duty and its implications is available from the County Equality and Cohesion Team by contacting

Jeanette Binns (Equality and Cohesion Manager) at

Jeanette.binns@lancashire.gov.uk

Name/Nature of the Decision

To cease Local Member Grants (LMGs)

What in summary is the proposal being considered?

That the Local Member Grant scheme ceases from 2018/19. The scheme provides each county councillor with £3000 to spend on local community groups.

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

As the grants are given to each County Councillor to determine, they are evenly spread across the county.

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

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

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above –

e.g. people with a particular disability or from a particular religious or ethnic group.

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

No

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

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

A number of the grants are provided to groups and organisations that work with people with protected characteristics. No analysis is conducted to report on the nature of groups funded through LMGs, so it is not necessarily the case that such groups will be disproportionately impacted. However, given the fairly wide impact, the EA is being conducted.

There are a large number of grants awarded each year, typically for low values of £250-500 per award. Grants cannot be used for infrastructure or core funding for any group. The impact on any groups will therefore be on specific events or purchases, and the absence of such a grant is unlikely to have a significant impact on the long term work or objectives of any groups applying.

Specifically in relation to religion or belief, whilst faith groups can apply for funding, the rules say it cannot be used it for anything religious or political in character.

Question 1 – Background Evidence

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

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

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

Records are held of all groups who apply. However, no analysis is attempted to break down those groups by any characteristics. Many awards benefit the community as a whole or groups who do not have protected characteristics, whilst others do. It is not the case that any specific group will be affected more than others through this decision.

Question 2 – Engagement/Consultation

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

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

None

Question 3 – Analysing Impact

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

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

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

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?

- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

Impacts will be minor for any recipient. Whilst some organisations apply regularly for LMGs, most funding is for one-off events and purchases. The long term viability of any group will not be affected.

Question 4 –Combined/Cumulative Effect

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

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

If Yes – please identify these.

At present, there are other grant funding streams available, both through the County Council and other organisations locally and nationally, such as district councils, the NHS, etc. As other organisations come under similar funding pressure, they may also review their grant offer. There could be a cumulative effect.

Question 5 – Identifying Initial Results of Your Analysis

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

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

No

Question 6 - Mitigation

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

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

Consideration will need to be given to communicating the change, especially to groups who apply regularly, and perhaps signposting to other grant schemes.
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There may be alternative sources of funding available elsewhere within Lancashire CC, from District Councils, other statutory organisations or other local or national organisations.

Question 7 – Balancing the Proposal/Countervailing Factors

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

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

Whilst the LMGs are appreciated by organisations who receive them, the LMGs have always been an additional fund, entirely at the discretion of individual County Councillors (acting in accordance with guidance). LMGs are not necessarily aligned with any core priorities or strategic ambitions, other than in general terms to support community organisations. Ceasing LMGs will impact on individual Councillors' ability to support local groups, but not necessarily on the Council's strategic objectives.

Question 8 – Final Proposal

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

As originally proposed.

Question 9 – Review and Monitoring Arrangements

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

Continue to monitor impact on other grant funding streams. Consider Councillor feedback.

Equality Analysis Prepared By Josh Mynott

Position/Role democratic and Member Services Manager

Equality Analysis Endorsed by Line Manager and/or Service Head Paul Bond, Head of Legal and Democratic Services

Decision Signed Off By

Cabinet Member or Director

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

For further information please contact

Jeanette Binns – Equality & Cohesion Manager

Jeanette.binns@lancashire.gov.uk

Thank you

CORP001 – FACILITIES MANAGEMENT

Service Name:	Facilities Management		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£12.408m		
Income 2017/18	£1.870m		
Net budget 2017/18	£10.538m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.400	0.000	0.000	-0.400
FTE implications:			
2018/19	2019/20	2020/21	Total
<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
Decisions needed to deliver the budgeted savings			
<p>Agree to increase the income target for Facilities Management by £0.320m to reflect actual income levels received from tenants at county hall into the budget. County hall now provides a fully managed accommodation service to a number of external bodies.</p> <p>Agree to reduce the opening hours at County Hall thereby reducing running costs including staff overtime.</p>			
Impact upon service			
<p>The increased income target for the Facilities Management budget will have no impact on service delivery.</p> <p>The change to opening hours will have no impact on service delivery, however it is important to note that arrangements can be made for the complex to remain open for council business on an ad-hoc basis should it be required.</p> <p>Existing groups that may have had long standing arrangements with the council for the use of the committee floor rooms in the evening will need to make alternative arrangements.</p>			

Actions needed to deliver the target savings	<p>Increase the income budget within Facilities Management from 2018/19.</p> <p>Staff will need to be informed of the changes. External users/groups of the County Hall committee rooms in the evenings will need to be informed so that they can find alternative accommodation.</p>
What are the risks associated with this saving and how will they be mitigated	<p>Income levels could be affected if tenants did not renew their tenancy agreement at the end of the agreed period.</p> <p>Ongoing discussions with tenants to ensure the accommodation continues to meet their needs.</p>

What does this service deliver?

The Facilities Management Service has responsibility for a wide range of services that ensure the corporate property portfolio is safe, accessible and fit for purpose. The Service is dynamic and adaptable to remain aligned to the corporate strategy and enables continuity of access to services for the citizens of Lancashire, as well as ensuring an accessible and compliant environment for staff and visitors.

CMTY004 – DRAINAGE MAINTENANCE

Service Name:	Drainage Maintenance		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£1.461m		
Income 2017/18	£0.000m		
Net budget 2017/18	£1.461m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-1.359	0.000	0.000	-1.359
FTE implications:			
2018/19	2019/20	2020/21	Total
<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
Decisions needed to deliver the budgeted savings	Agree to capitalise all drainage repairs expenditure.		
Impact upon service	There will be no impact on service delivery.		
Actions needed to deliver the target savings	This will need to be added to the Capital Programme from 2018/19 and be funded from borrowing.		
What are the risks associated with this saving and how will they be mitigated	There are no risks identified as part of this budget template.		

What does this service deliver?

The repair of existing and installation of new highway drainage systems including pipes, gullies and chambers to restore the effective discharge of surface water from the highway.

CMTY015 – TRAFFIC SIGNAL MAINTENANCE

Service Name:	Traffic Signal Maintenance		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£0.473m		
Income 2017/18	£0.000m		
Net budget 2017/18	£0.473m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.150	0.000	0.000	-0.150
FTE implications:			
2018/19	2019/20	2020/21	Total
<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
Decisions needed to deliver the budgeted savings	Capitalise the signal refurbishment works currently funded out of revenue.		
Impact upon service	No impact of the service as workloads would remain unchanged.		
Actions needed to deliver the target savings	Capitalise the part of the revenue budget		
What are the risks associated with this saving and how will they be mitigated	There are no known risks to this proposal		

What does this service deliver?

The Lancashire Traffic signals team manage signalised junctions and crossing points (Toucan, Puffin and Pelican)

A number of these are directly linked to the UTC system at County Hall which allows the council to strategically manage the network. These locations are mainly in urban areas and the UTC system is designed to minimise delay on the overall network. The UTC system utilises SCOOT and MOVA to ensure that it is creating the optimal timings possible across the network.

The service offers a complete life cycle service including Design, implementation, commissioning, operation, maintenance, and replacement or removal.

The team actively use the tools available to contribute to the council's network management duty as set out in the Traffic Management Act 2004.

PP001 – DESIGN & CONSTRUCTION - HIGHWAY DESIGN ELEMENT

Service Name:		Design and Construction – Highway Design Element	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£3.640m	
Income 2017/18		£3.654m	
Net budget 2017/18		-£0.014m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.638	0.000	0.000	-0.638
FTE implications:			
2018/19	2019/20	2020/21	Total
<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
Decisions needed to deliver the budgeted savings		<p>Agree to increase charges to the Highways capital programme from 2018/19. The proposal is to increase the multiplier for the recharge to capital from 2.55 to 3.03 for the Design & Construction Service. This would bring the multiplier charged in line with the multiplier suggested by the DfT when developing the Highways Permit Scheme.</p> <p>Agree that any consequential adjustments to the Capital Programme would require Member agreement.</p>	
Impact upon service		<p>The increase in multiplier will require an increase in the value of the capital programme to cover the additional cost of the multiplier and associated borrowing costs.</p> <p>The basis for the multiplier, and its justification to be included in projects as a capital charge, includes a calculation of the overheads incurred in the LCC hierarchy, taking account of staffing and support services which support the delivery side of the business. The basis of the charge should be clear and transparent, based on costs associated with the project delivery to be deemed capital costs. Current overhead charges are approx. (depending on the size of the scheme) 30% of the works costs, which is already considered to be relatively high in terms of what is allowable as capital</p>	

	expenditure or to be part of the added value to the asset.
Actions needed to deliver the target savings	<p>A decision to increase the multiplier for recharge to the highways capital programme from 2.55 to 3.03 would be required to be taken in 2017/18 for implementation in 2018/19.</p> <p>The size of the capital programme and capital financing budget will need to be increased to reflect the increased costs.</p>
What are the risks associated with this saving and how will they be mitigated	<ul style="list-style-type: none"> • Political and reputational damage as Lancashire County Council could be viewed by external developers as expensive and not providing value for money. This could potentially lead to a loss of income generated through externally funded works and the impact will need to be kept under review. • The level of additional is directly linked to the size of the capital programme and the acceptance of the increased multiplier <p>A robust justification for the increase in fees will be required to address challenges from funding bodies, partners, and the private sector; and to satisfy any audit requirements.</p>

What does this service deliver?

The Design and Construction Service consists of a multi-disciplinary design team of architects, landscape architects, interior designers, building surveyors, quantity surveyors, mechanical and electrical engineers, civil engineers, structural engineers, geotechnical engineers and drainage engineers, who are responsible for design and project management of the councils Capital Buildings and Highways programmes, together with some revenue works and income generating works for third parties such as schools and developers.

The Highway Design element of the service delivers works with a typical annual value of between £20-30 million. This work includes both large and small scale highway design covering a variety of project types from designing new roads, junction alterations, drainage, road safety, cycling projects, public realm improvements, masterplans, landscaping, new bridges, to the repair and maintenance and inspection works on bridges. Whilst the principal delivery responsibility for City Deal infrastructure sits within Planning and Environment, the Design and Construction Service also delivers a significant element of this large infrastructure programme. In addition the service is able to provide historic and current information relating to ground conditions and any contaminants that may be present prior to construction activity.

PP003 – DESIGN & CONSTRUCTION - PROPERTY ELEMENT

Service Name:	Design and Construction – Property Element		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£14.158m		
Income 2017/18	£16.133m		
Net budget 2017/18	-£1.975m		
Savings Target and Profiling (discrete year):			
	2018/19	2019/20	2020/21
	£m	£m	£m
	- 0.683	0.000	0.000
			Total
			£m
			-0.683
FTE implications:			
	2018/19	2019/20	2020/21
	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
			Total
			<i>0.00</i>
Decisions needed to deliver the budgeted savings	<p>Agree to increase the level of Design & Construction Fee on all of the authority's Property Capital projects excluding Schools Capital and bring the fee (equivalent multiplier) charged in line with the proposed increased multiplier charged in Highways of 3.03. The current Fee percentage equates to an equivalent multiplier of 1.8, increasing this to 3.03 would generate additional income.</p> <p>Agree that any consequential adjustments to the Capital Programme would require Member agreement.</p>		
Impact upon service	<p>The increase in fee (equivalent multiplier) will require an increase in the capital programme and associated borrowing costs.</p> <p>The current fee structure is closely aligned with the industry norm, to ensure the service demonstrates value for money, and will need to be amended to reflect the increased fee.</p>		
Actions needed to deliver the target savings	<p>Decision to increase the fee (equivalent multiplier) to property related capital projects, excluding schools would be required in 2017/18 to be applied from 2018/19.</p> <p>Increase in the value of the non-schools capital programme and associated borrowing costs.</p>		

<p>What are the risks associated with this saving and how will they be mitigated</p>	<p>The design costs applied by the in-house team could be exposed to a greater level of challenge as not being value for money or in line with the external market place. Such challenge could result in the loss of work, and consequential loss of income and will need to be kept under review.</p> <p>An increase in the size of the capital programme and associated borrowing costs against which the service can claim the increase in Fee</p>
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What does this service deliver?

The Design and Construction Service consists of a multi-disciplinary design team of architects, landscape architects, interior designers, building surveyors, quantity surveyors, mechanical and electrical engineers, civil engineers, structural engineers, geotechnical engineers and drainage engineers, who are responsible for design and project management of the councils Capital Buildings and Highways programmes, together with some revenue works and income generating works for third parties such as schools and developers.

The Building Design element of the service delivers works with a typical annual value of between £50 – 70 million. This work includes both large and smaller scale building refurbishment, remodelling, extensions, new builds, repair and maintenance works including testing and servicing to ensure statutory compliance in accordance with health and safety legislation (i.e. legionella management, electrical safety) for our buildings and schools. This element of the service is also traded with schools in Lancashire through the Pooled Resources Operational plan (PROp) or Property Management Service Level Agreements (SLA) providing schools with a complete property design, build and maintenance service for which an appropriate fee is charged.

PP008 – LAND NOT IN OPERATIONAL USE (LNIOU)

Service Name:	Land Not in Operational Use (LNIOU)		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£0.833m		
Income 2017/18	£0.078m		
Net budget 2017/18	£0.755m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.075	-0.100	-0.100	-0.275
FTE implications:			
2018/19	2019/20	2020/21	Total
<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
Decisions needed to deliver the budgeted savings	Agree to reassess priorities for spend on land which is not in operational use with a continued priority focus on health & safety and occupiers' liability factors in the first instance.		
Impact upon service	<p>The area of land/property held as LNIOU depends on the acquisition of properties held for capital schemes and the speed of closures/vacations of operational property coupled with disposal route (open market/restricted with other benefits/Community Asset Transfer).</p> <p>Potential reduction in the level of capital receipt secured for land where 'invest to save' spend of the LNIOU budget has been reduced or removed due to the requirement to satisfy Health and Safety and Occupiers Liability requirements with a reduced budget.</p> <p>Reduced marketability of land without the benefit of planning applications etc.</p> <p>Reduced availability of funding to address Health and Safety and Occupiers Liability costs on sites which are not in operational use</p>		
Actions needed to deliver the target savings	The principle to be approved and then the prioritisation of items and actions to be delivered through the reduced budget.		

	<p>Review of all LNIOU, current and anticipated, to identify priorities.</p> <p>There also needs to be an understanding of any policies to which surplus property is seen as a deliverer, for example, regeneration, where sites that are no longer in operational use offer opportunities as regeneration sites. This could potentially affect spend/complexity/holding times/receipts for these sites as regeneration (and other) proposals are developed. This will have implications for the LNIOU budget.</p>
<p>What are the risks associated with this saving and how will they be mitigated</p>	<p>Size and scale of area of LNIOU – this is not in the direct control of the service and can be affected by a number of issues e.g. school sites vested in us following closure and the liabilities that come with them, these can cause substantial non-programmed expenditure; advance acquisition of property required for capital schemes that can be subject to delay or are intentional, planned long term programmes.</p> <p>Unexpected or unknown requirements or land issues coming forward with a significantly reduced budget could lead to service overspends if works are essential due to H&S and to manage LCC landowner liabilities.</p> <p>Reduced investment in site security (other than that required for H&S and Occupiers Liability) leading to increase vandalism, damage, theft etc.</p> <p>Local community concern relating to the condition of LNIOU.</p> <p>Reduced capital receipts due to reduced or removed opportunity to invest in the value of land or buildings prior to sale.</p> <p>Political or reputational risk of not achieving best possible capital receipts for assets.</p> <p>Political and reputational risk if sufficient funds not available for making sites safe</p> <p>These risks can be identified early through effective monitoring of surplus property, capital schemes, the budget position and political requirements.</p> <p>Mitigation of some risks through early decisions on disposals, effective and appropriate marketing strategies and delivery of capital schemes.</p>

What does this service deliver?

Although the LNIOU budget is not technically statutory, it is a budget that addresses the fact that the authority has a legal obligation to maintain vacant land and properties of which it has ownership.

The budget is used to maintain property acquired for capital highways schemes and surplus or proposed to be declared surplus property in the main. There is a requirement to maintain the property as a responsible authority including statutory requirements, which can include security, asbestos, health and safety. Additionally, there is currently an element of this budget invested to increase the value of property assets through demolitions/planning applications etc, as a form of invest to save, which is not statutory, but increases the capital receipt. This proposal would curtail and possibly remove the opportunity to invest in this way using the LNIOU budget.