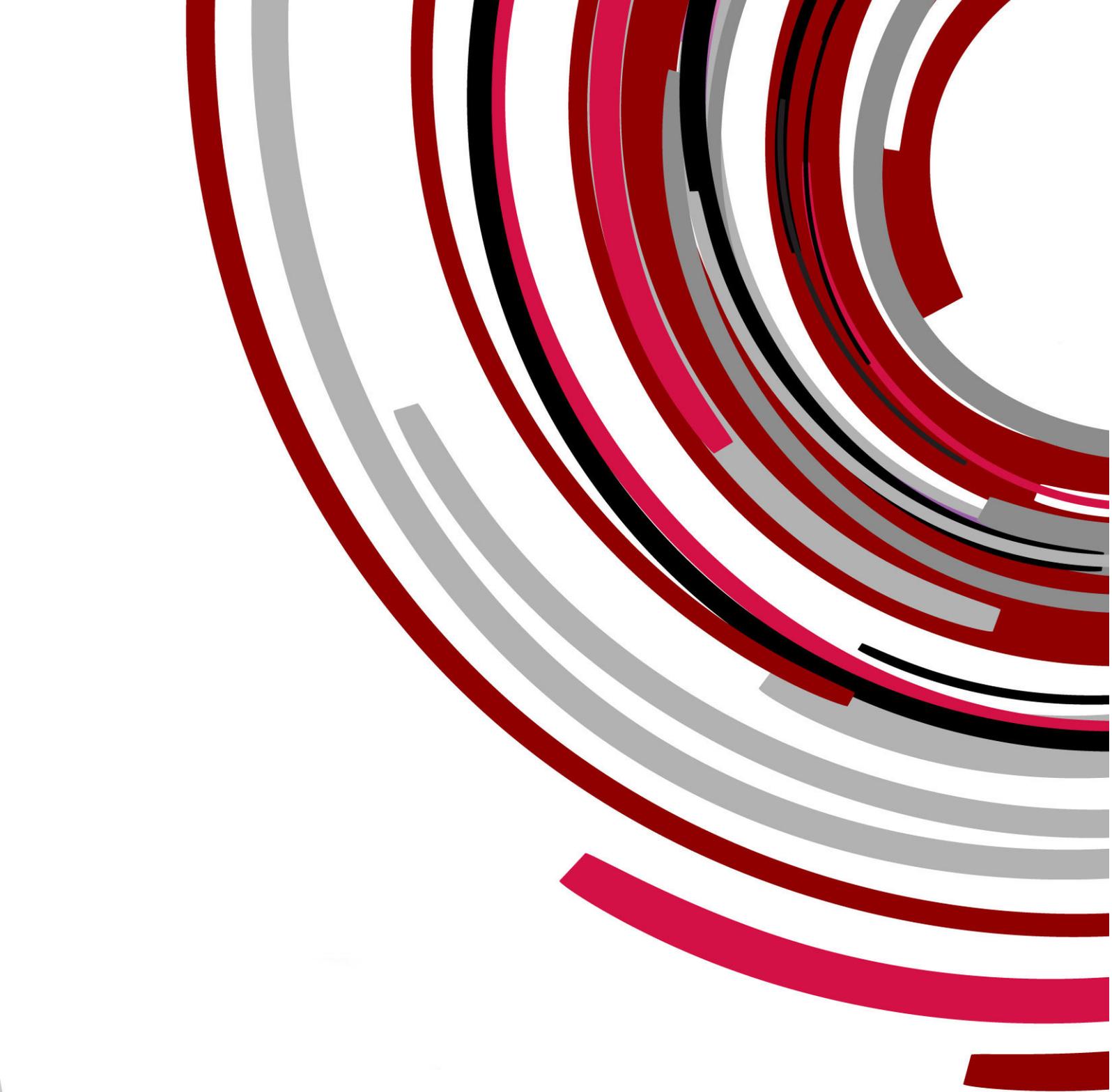


**Money Matters -
Additional Savings 2018/19 – 2020/21
Full Council – February 2018**

	Contents	Page
1	Additional Savings – Cabinet September 2017	3
2	Additional Savings – Cabinet October 2017	65
3	Additional Savings – Cabinet November 2017	140
4	Additional Savings – Cabinet December 2017	144
5	Additional Savings – Cabinet January 2018	172



**Money Matters -
Additional Savings 2018/19 – 2020/21
Cabinet - September 2017**

www.lancashire.gov.uk

	Contents	Page
1	CYP002 – Family Information Service	6
2	CYP006 – Children's Social Care – Fostering and Residential	7
3	CYP013 – Children's Social Care	9
4	CYP027 – Learning Excellence	11
5	CYP028 – Music Service	13
6	CYP029 – Outdoor Education	15
7	CYP031 – Performance Planning	17
8	LD004 – Coroners Service	18
9	CORP002 – Human Resources	20
10	COM002b – Asset Management	22
11	FR003 – Corporate Finance	24
12	FR005 – Corporate Finance	26
13	CMTY002 – Defect Pothole Repairs	28
14	CMTY005 – Household Waste Recycling Centre (HWRC) and Waste Transfer Stations (WTS)	30
15	CMTY008 – Property Insurance (Waste Recovery Parks)	32
16	CMTY009 – Waste Arisings	34
17	PP013 – Planning and Environment (Development Control pre app advice)	36
18	PP014 – Planning and Environment (Natural Environment Information)	38
19	PP015 – Planning and Environment (Public Rights of Way)	40
20	PP029 – Apprentice Levy	42
21	ASC001b – Learning Disability Service	45
22	ASC002 – Disability Service	47
23	ASC025 – Learning Disability Supported Living Placement Voids	49

24	ASC026 – Learning Disability Enablement	51
25	ASC034 – Demand and Price Assumptions	53
26	ASC053 – Fee Income From Providing LCC Management Support Into Failing Independent Sector Registered Residential And Nursing Homes	55
27	CAS002 – Customer Access Service	57
28	CAS004 – Customer Access Service	59
29	CAS009 – Customer Access Service	61
30	CAS010 – Customer Access Service	63

CYP002 – FAMILY INFORMATION SERVICE

Service Name:	Family Information Service		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£0.083m		
Income 2017/18	£0.000m		
Net budget 2017/18	£0.083m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.040	0.000	0.000	-0.040
FTE implications:			
2018/19	2019/20	2020/21	Total
-2.00	0.00	0.00	-2.00
Decisions needed to deliver the budgeted savings	Approval for the delivery of this statutory function through the Customer Access Service. Reduction in the revenue budget from 1 st April 2018.		
Impact upon service	This will involve the transfer of the service to the Customer Access Team.		
Actions needed to deliver the target savings	Review the current service provision and seek to find efficiencies through transferring the work to the Customer Access Service. Training of Customer Access staff will be required.		

What does this service deliver?

The service provides impartial advice and guidance on a full range of childcare services, resources and issues.

CYP006 – CHILDREN'S SOCIAL CARE – FOSTERING AND RESIDENTIAL

Service Name:	Children's Social Care – Fostering and Residential		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£63.377m		
Income 2017/18	£0.000m		
Net budget 2017/18	£63.377m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.800	0.000	0.000	-0.800
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 ensure that all education costs of external placement provision are against the Dedicated Schools Grant (DSG) and that all therapeutic costs are charged to Health.</p> <p>Reduction in the revenue budget from 1st April 2018.</p>		
Impact upon service	<p>There is no direct impact on the service, there is however some potential future pressure on the DSG.</p>		
Actions needed to deliver the target savings	<p>Resource Panels are now in place in each locality and this will enable the precise health and education charges to be generated. Health costs can then be taken to CCG panels and the recharge agreed. Education recharges will require agreement from the Schools Forum.</p> <p>A clear pathway is to be developed with partners to ensure that at the outset of a placement options will be</p>		

	explored to ensure the best outcome and value for money.
--	--

What does this service deliver?

Children's Social Care (CSC) is a statutory service that is delivered by teams of qualified social workers and family support workers, managing statutory casework, supported by a management structure incorporating Practice, Team and Senior Managers, under the authority of a Head of Service and ultimately Director of Children's Services.

The Local Authority is also responsible as the Corporate Parent for those children and young people whose circumstances are such that they are unable to remain with their families. Children's Social Care will work closely with the Fostering, Adoption, SEND (Special Educational Needs and Disabilities) and Residential services to progress permanency for our children looked after and ensure they are provided with maximum opportunity to achieve the best outcomes.

Residential Mainstream: Lancashire currently has 10 mainstream residential units which historically provided 6 placements each. However due to the complexity of the cohort of young people in residential care two of these units now provide care to 3 young people.

Residential Units are inspected at least once every 12 months by Ofsted, and have an additional monitoring visit at least once every 12 months. The Authority also uses agency placements.

Fostering Services:

Lancashire's fostering service is responsible for;

- Recruitment of mainstream foster carers, including the assessment and approval at panel.
- Assessment of family and friends as foster carers for their kin.
- Assessment of family and friend members for Special Guardianship Orders.
- Pre and post approval training of foster carers.
- Statutory support to approved foster carers.
- Matching of children to approved foster care placements.

The County Council has both an in-house service and uses agency placements.

CYP013 – CHILDREN'S SOCIAL CARE

Service Name:		Children's Social Care – Newton Europe Diagnostic	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£134.272m	
Income 2017/18		£4.107m	
Net budget 2017/18		£130.165m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.906	-1.188	-0.690	-2.784
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>Newton Europe reviewed all aspects of CSC as part of a diagnostic and estimated savings of between £15m – £21m million were possible. However, this includes some re investment and some stretch.</p> <p>If only cashable savings are identified with no invest to save this is in the region of £2.784m that focuses on service efficiency and effective use of social work time and resource that can be taken forward (with many already underway).</p>	
Impact upon service		<p>More effective and efficient practice which should reduce caseloads. However, significant cultural shift required to move to this way of working. This is consistent with the improvement work post Ofsted.</p>	
Actions needed to deliver the target savings		<p>Ensure the current metrics to monitor impact are in place in in Fylde and Wyre as part of the on-going Practice Improvement Model (PIM) work.</p> <p>Governance structure in place to evaluate the impact and then develop roll out.</p>	

	Stable and correctly skilled and supported staff team in place in Fylde and Wyre for initial implementation and wider roll out across Lancashire.
--	---

What does this service deliver?

Children's Social Care (CSC) is a statutory service that is delivered by teams of qualified social workers and family support workers, managing statutory casework, supported by a management structure incorporating Practice, Team and Senior Managers, under the authority of a Head of Service and ultimately Director of Children's Services.

CYP027 – LEARNING EXCELLENCE

Service Name:		Learning Excellence	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£1.503m	
Income 2017/18		£1.997m	
Net budget 2017/1		-£0.494m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.158	-0.158	-0.473	-0.789
FTE implications:			
2018/19	2019/20	2020/21	Total
<i>1.00</i>	<i>0.00</i>	<i>0.00</i>	<i>1.00</i>
Decisions needed to deliver the budgeted savings		<p>Agreement for the service to enter new markets i.e. Other Local Authority areas.</p> <p>Agreement for an increase the workforce by 1.00 fte at Grade 10 for core marketing role to support growth opportunities across all traded services.</p>	
Impact upon service		<ul style="list-style-type: none"> • Additional training / bedding in period for existing and new staffing, smaller workforce delivering same quantity of work. • Increased exposure, both nationally and internationally, of LPDS curriculum publications thus raising awareness of Lancashire services and increasing income benefiting the council and Lancashire schools in curriculum planning and support. • Improved awareness of how the curriculum can be enhanced to encourage children to be physically active, thus improving health and life chances for young people. • Require policy approval to enter into new markets, i.e. other LA areas to increase market share and dedicated marketing development function and 	

	allocation of internal resource in Communications (www design and functionality).
Actions needed to deliver the target savings	<ul style="list-style-type: none"> • Policy decision required to enter new markets i.e. other Local Authority areas. • Dedicated resource from Communications Service for web development, presence and interface. • Marketing professional required to aid getting to market. • Service work plan required to redesign current resource to meet work stream requirements.

What does this service deliver?

Provides high quality professional development for teachers and support staff in schools and settings in Lancashire and more widely across the country.

The team consists of experienced 'Teaching and Learning Consultants' with the potential to cover all primary curriculum and aspect areas.

CYP028 – MUSIC SERVICE

Service Name:		Music Service	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£3.113m	
Income 2017/18		£3.492m	
Net budget 2017/18		-£0.379m	
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		Agreement for the service to enter new markets i.e. Other Local Authority areas.	
Impact upon service		<ul style="list-style-type: none"> • Potential loss of market share in Lancashire for Lancashire Music Service as may see increased competition. • Recruitment and increase in management and business support capacity may be required. • These initiatives will increase revenue streams, have a wider impact on young people and raise profile of music with a greater range of stakeholders across the community 	
Actions needed to deliver the target savings		<ul style="list-style-type: none"> • Partnership dialogue to agree shared objectives. • Visit organisations and complete demonstrations to generate additional income • Review the potential for commercial partnerships, work with charities and look at the opportunity to 	

	submit grant applications to secure additional funding.
--	---

What does this service deliver?

Lancashire Music Service provides support, advice and tuition to meet the needs of children wishing to learn to play a musical instrument. Tuition is available on all instruments either individually or in groups. The service also enables pupils to develop their musical skills further through a range of bands and orchestras across the county. Whole class instrumental tuition programmes give children an opportunity to learn a musical instrument within Primary or Secondary Schools. Every pupil receives an instrument and the scheme is provided free to pupils. The service also provides support and guidance to Head Teachers, Heads of Music, Music Coordinators and non-specialist teachers through workshops, consultancy, networking opportunities, training events and access to award winning e learning resources.

CYP029 – OUTDOOR EDUCATION

Service Name:		Outdoor Education	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£1.503m	
Income 2017/18		£1.967m	
Net budget 2017/18		-£0.464m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.030	0.000	0.000	-0.030
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		Agreement for the service to maintain the core Outdoor Education business model and maximise the resource of the sites into different markets.	
Impact upon service		Increased income will be achieved for each Lancashire Outdoor Education Centre without impacting on core business of delivering outdoor education to the children of Lancashire.	
Actions needed to deliver the target savings		<ul style="list-style-type: none"> • Complete Cumbria tourism award • Develop self-catering kitchen in the main house • Update BH conference equipment. • Market our diverse offer (holidays, self-catering weekends, conferencing and team building) in the right places • Liaise with centre teams to develop diverse offer and use their links and other LCC links. • Building on and developing D of E contracts. <p>Require dedicated support from Communications on front of house presence on web design and functionality.</p>	

	Links to dedicated marketing function listed in template CYP027.
--	--

What does this service deliver?

Lancashire Outdoor Education provides outdoor learning opportunities and experiences for children from the early years, primary and secondary education, FE and University through to adulthood. It works both in the mainstream and in the special educational needs sector and with other disability, social and charitable organisations to provide life shaping experiences for both children and adults alike.

CYP031 – PERFORMANCE PLANNING

Service Name:	Performance Planning		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£0.451m		
Income 2017/18	£0.627m		
Net budget 2017/18	-£0.176m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.020	0.000	0.000	-0.020
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	Agreement for the service to enter new markets i.e. Other Local Authority areas.		
Impact upon service	No impact.		
Actions needed to deliver the target savings	<ul style="list-style-type: none"> • Dedicated support via Communications to design web presence, functionality and user interface. • Marketing professional required as identified in template CYP027. 		

What does this service deliver?

A secure website designed to provide a single point of access to information for schools. The Schools' Portal is Lancashire County Council's primary means of communicating with schools, reduces the bureaucratic burden placed on schools in line with DfE guidelines by providing information in an easy to access electronic format and makes a significant contribution to the authority's efficiencies.

LD004 – CORONERS SERVICE

Service Name:		Coroner Services	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£2.878m	
Income 2017/18		£0.000m	
Net budget 2017/18		£2.878m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.175	0.000	0.000	-0.175
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 pursue the merger of 3 coronial areas:</p> <ul style="list-style-type: none"> • Blackburn with Darwen • Preston and West Lancashire • East Lancashire <p>The proposed merger between the three coronial areas would meet the recommendations contained within the previous Chief Coroner's draft guidance on a recommended model that the size of a coroner area should be such that a Senior Coroner receives between 3,000 and 6,000 reported deaths each year and where areas receive less than 2,500 reported deaths they should consider merging with another area. However, the county council does not at this point have the support of BwD Council to progress this proposal. However, if the current coroner retires there will be an opportunity to implement this proposal as the Chief Coroner is likely to agree to a merger.</p>	
Impact upon service		This would result in an improved service.	

Actions needed to deliver the target savings	Actions are already underway. A business case has been submitted and an implementation plan approved.
---	---

What does this service deliver?

The County Council has a legal responsibility to provide a Coroner Service and all necessary support for the Coroner so that he is able to carry out his statutory functions. The Coroner is an independent officer of the judiciary but is recruited and remunerated by the County Council. Currently there are four coronial jurisdictions across pan Lancashire. The County Council is the lead authority for two jurisdictions and has funding arrangements in place for the other two jurisdictions where the unitary authorities of Blackburn with Darwen and Blackpool are the lead authority. Proposals to amalgamate three of the jurisdictions (excluding Blackpool) are currently being progressed with the Chief Coroner and Ministry of Justice who are expected to approve the merger which will achieve cost savings.

CORP002 – HUMAN RESOURCES

Service Name:	Human Resources		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£1.334m		
Income 2017/18	£0.416m		
Net budget 2017/18	£0.918m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.161	0.000	0.000	-0.161
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 increase the income budget within Human Resources to reflect current income levels.		
Impact upon service	There will be no impact upon the service.		
Actions needed to deliver the target savings	There are no actions required to implement this proposal as this is a current over recovery of income that is being reported in 2017/18 budget monitoring.		

What does this service deliver?

The HR Service provides professional HR services to Lancashire Schools and Council Services on all complex employment matters. Complex employment matters are those that could result in dismissal, litigation claims, and reputational damage to the School or Council and matters that are of media interest. The HR Service has developed key objectives within the People Strategy with a focus on workforce planning, recruitment and retention strategies and further growing traded services to schools.

The HR Service works closely with other services that have a workforce impact so that the delivery of these services can be aligned to the People Strategy and School or the Council's HR policies and procedures. These include, workforce learning and development, workplace health and wellbeing, Occupational Health Services, BTLS HR and Payroll transactional

COM002b – ASSET MANAGEMENT

Service Name:		Asset Management	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£31.878m	
Income 2017/18		£21.865m	
Net budget 2017/18		£10.013m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.858	0.000	0.000	-0.858
FTE implications:			
2018/19	2019/20	2020/21	Total
<i>-1.00</i>	<i>0.00</i>	<i>0.00</i>	<i>-1.00</i>
Decisions needed to deliver the budgeted savings		<p>Agree to reduce the following budgets within Asset Management from 1st April 2018:</p> <ul style="list-style-type: none"> • Building Schools for the Future (BSF) Revenue - £0.500m • Highways Asset Management - £0.315m • Data Capture and Cleansing - £0.043m 	
Impact upon service		<p>The reductions relating to BSF revenue and Highways Asset Management will have no impact on service delivery as these are underspends that the service is currently reporting.</p> <p>A review would be required relating to data capture and cleansing capacity and a re-focus of statutory elements e.g. where the Council is required to report data to central government or make it available to members of the public on request.</p>	
Actions needed to deliver the target savings		Review arrangements and take policy decisions relating to data capturing and cleansing.	

What does this service deliver?

The Asset Management Service provides a range of functions that ensure that the organisation is able to meet its statutory duties including:

- strategic management of LCC's property portfolio (operational and non-operational) helping the delivery of corporate priorities
- strategic commissioner of education provision in Lancashire
- prioritising capital and revenue works
- energy related matters including electricity, fuel and water and energy conservation management
- systematic management and maintenance of highway infrastructure assets
- promotion, recruitment and coordination of volunteering across County Council services

FR003 – CORPORATE FINANCE

Service Name:	Corporate Finance – Insurance Provision		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£13.270m		
Income 2017/18	£8.969m		
Net budget 2017/18	£4.301m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-1.250	0.000	0.000	-1.250
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 delay the suggested provision balance of £26m as detailed below which will deliver a recurrent saving of £1.25m from 2018/19.		
Impact upon service	<p>In July 2015, the Council received a report, from Arthur J Gallacher, that identified the level of provision to be set aside to cover the Council's (including Schools) 'combined liability'. This financial sum is set aside to pay claims up to £1m per claim relating to Public Liability, Employer's Liability and Property Claims. For each policy year, claim costs to the Council are limited to £23m under the current insurance policy.</p> <p>The July 2015 report advised that the Council should set aside £26m to cover the value of outstanding claims. This was based on case data provided by the Council combined with the application of an actuarial approach which estimated the likelihood and value of settlements including that relating to: bodily injury; occupational disease; alleged abuse and neglect.</p> <p>As at the end of 2017/18, the Council is expected to have accumulated a provision of £22m on the balance</p>		

	<p>sheet to cover these relevant claims. In addition to this a recurrent budget of £11.3m is included in the current MTFS from 2018/19.</p> <p>The average net claim cost per year over the last 5 years has been £8.8m. In effect the balance sheet provision is being increased by £2.5m per year.</p> <p>The Council is currently expected to achieve the suggested provision balance of £26m in 2019/20. Delaying the achievement of this provision balance to 2020/21 would deliver a recurrent saving of £1.25m from 2018/19.</p>
<p>Actions needed to deliver the target savings</p>	<p>A monitoring process will need to be put in place to ensure that actuals are falling in line with forecast over the future years.</p>

What does this service deliver?

The insurance team within the Corporate Finance Team ensure that the Council is adequately and effectively insured to cover its legal liabilities.

FR005 – CORPORATE FINANCE

Service Name:	Corporate Finance – Inherited Pension Liability		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£13.749m		
Income 2017/18	£0.000m		
Net budget 2017/18	£13.749m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-1.000	-0.400	-0.200	-1.600
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>Agreement to reduce the amount provided for in the budget to fund inherited pension liabilities.</p> <p>These payments will be impacted by CPI rates and mortality rates. When looking at future projections it is expected that this budget can be reduced in each financial year as detailed above.</p>		
Impact upon service	There will be no impact on the service.		
Actions needed to deliver the target savings	A monitoring process will need to be put in place to ensure that actuals are falling in line with forecast over the future years.		

What does this service deliver?

Inherited pension payments are payments that are made on behalf of Lancashire County Council by the pension fund for benefits paid which don't arise from membership of the Local Government Pension Scheme e.g. items such as:

- Mandatory and discretionary Added years granted on early retirement/redundancy for former LCC teachers.

- Injury allowances for former employees of LCC who were injured in their employment.
- Discretionary Added years of service granted to former members of the Local Govt. Pension Scheme who were granted early retirement on the grounds of redundancy/efficiency of the service.
- Other gratuities/compensation payments agreed by LCC.
- Some old non-pensionable service pre-dating the 1974 Local Government reorganisation.

CMTY002 – DEFECT POTHOLE REPAIRS

Service Name:	Highways – Defect Pothole Repairs		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£2.700m		
Income 2017/18	£0.000m		
Net budget 2017/18	£2.700m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-2.700	0.000	0.000	-2.700
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 defect pothole repairs expenditure. This expenditure is already included within the capital programme funded from a revenue contribution to capital. This would result in borrowing for this expenditure instead of funding from revenue.		
Impact upon service	There will be no impact on service delivery.		
Actions needed to deliver the target savings	In 2016/17 accounts this expenditure was funded through the capital programme with a reversal of the original contribution from revenue. This will also be funded from borrowing in 2017/18 and is currently reported as an underspend within the budget monitoring position at Quarter 1. Therefore no further actions are needed.		

What does this service deliver?

The county council has a statutory responsibility to maintain the highway network in a fit state to accommodate the 'ordinary traffic which passes or maybe expected to pass' along it; to ensure as far as is reasonably practicable that safe passage along a

highway is not endangered by snow and ice, and prepare and carry out a programme of measures designed to promote road safety.

CMTY005 – HOUSEHOLD WASTE RECYCLING CENTRES (HWRC) AND WASTE TRANSFER STATIONS (WTS)

Service Name:		Waste Services – HWRC & WTS	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£8.403m	
Income 2017/18		£0.182m	
Net budget 2017/18		£8.221m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.280	-0.140	-0.140	-0.560
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>Policy decision taken on 8 and 9 March 2017.</p> <p>Agree to re-commission the HWRC and WTS services based on a combined insourced and outsourced service model.</p> <p>Agree to the provision of £1m within the capital programme for works required.</p>	
Impact upon service		<p>Short term resource impacts for delivery of project.</p> <p>Waste service resource re-allocation/re-structuring for management of transferred services.</p> <p>At this stage the actual cost of delivering the service is uncertain due to unknown factors including:</p> <ul style="list-style-type: none"> - The number of staff that will transfer to the council - The revenue cost of items that require procurement 	

	<ul style="list-style-type: none"> - Inexperience in delivery of service under the proposed service model <p>Should the budget for service delivery be reduced and the actual cost of delivery be higher than anticipated this would impact on the wider waste budget and potentially on delivery of other waste services.</p>
<p>Actions needed to deliver the target savings</p>	<ul style="list-style-type: none"> • Provision of £1m capital funding. • Procurement of HWRC infrastructure. • Procurement of Transport and Offtakes Contract. • Procurement of offtakes for 'miscellaneous' waste types. • TUPE of HWRC and WTS staff. • Transfer of HWRC and WTS permits.

What does this service deliver?

Under the terms of the Environmental Protection Act 1990 Lancashire County Council is a 'Waste Disposal Authority' (WDA). Its role as a WDA is to make arrangements for the processing, treatment and/or disposal of all of the waste collected by district councils in their role as Waste Collection Authorities. The WDA also has a statutory duty to provide places at which householders can deposit household waste; which we do through a network of 15 Household Waste Recycling Centres (HWRCs). More than half a million tonnes of municipal waste is generated in Lancashire each year, every tonne of which the county council must ensure is dealt with.

The Waste Management service delivers some of its activities through third party contracts. These include:

- Composting of garden waste
- Landfilling of residual waste
- Operation of HWRCs
- Operation of waste transfer stations
- Miscellaneous treatment/disposal contracts: including hazardous waste, clinical waste, batteries, tyres, abandoned vehicles, chemicals and animal carcasses.

CMTY008 – PROPERTY INSURANCE (Waste Recovery Parks)

Service Name:	Waste Services – Insurance Costs		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£2.567m		
Income 2017/18	£0.321m		
Net budget 2017/18	£2.246m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-1.000	0.000	0.000	-1.000
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	None. Agreement previously secured to reduce the level of property insurance cover in line with independent risk management advice. Changes to types of cover and excess in order to reduce policy premiums have been made.		
Impact upon service	There will be a need for capital expenditure, currently estimated to be less than £1 million, to deliver the recommendations emerging from a risk mitigation strategy being implemented at the Thornton and Farington waste recovery parks.		
Actions needed to deliver the target savings	None. Procurement of property insurance from July 2017 based on revised specification has been implemented.		

What does this service deliver?

Under the terms of the Environmental Protection Act 1990 Lancashire County Council is a 'Waste Disposal Authority' (WDA). Its role as a WDA is to make arrangements for the processing, treatment and/or disposal of all of the waste collected by district councils in their role as Waste Collection Authorities. The WDA also has a statutory

duty to provide places at which householders can deposit household waste; which we do through a network of 15 Household Waste Recycling Centres (HWRCs). More than half a million tonnes of municipal waste is generated in Lancashire each year, every tonne of which the county council must ensure is dealt with.

The Waste Management service delivers some of its activities through third party contracts. These include:

- Composting of garden waste
- Landfilling of residual waste
- Operation of HWRCs
- Operation of waste transfer stations
- Miscellaneous treatment/disposal contracts: including hazardous waste, clinical waste, batteries, tyres, abandoned vehicles, chemicals and animal carcasses.

CMTY009 – WASTE ARISING

Service Name:	Waste Services – Waste Arisings		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£45.550m		
Income 2017/18	£5.694m		
Net budget 2017/18	£39.856m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.250	-0.250	-0.250	-0.750
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 a 1% target reduction in waste arisings through investment in mitigating actions. A 1% reduction in residual waste arisings would elicit a saving of £450,000, of which £200,000 would be reinvested annually.</p> <p>Investment in 2017/18 of £250,000 is needed if savings are targeted in 2018/19 and the 2018/19 savings target may need to be revised given the time available to implement actions in 2017/18.</p>		
Impact upon service	<p>Impacts on resources within service for delivery of option.</p> <p>The saving proposed is predicated upon 1% of residual waste being prevented and not simply being moved from residual waste to recycling.</p> <p>Whilst naturally an increase in the amount of residual waste that is recycled would be beneficial to the council, the cost of handling and processing recyclable waste would offset the saving achievable.</p>		

	To target both waste prevention and increases in recycling would require more financial investment and increased staffing resources.
Actions needed to deliver the target savings	Delivery of a robust programme of targeted communications and customer information aimed at achieving both sustainable and social return on investment, focussing on increasing participation in recycling and waste reduction through behavioural change, innovation and creative and digital marketing. It would be proposed to integrate this programme into the development of a revised waste strategy for Lancashire.

What does this service deliver?

Under the terms of the Environmental Protection Act 1990 Lancashire County Council is a 'Waste Disposal Authority' (WDA). Its role as a WDA is to make arrangements for the processing, treatment and/or disposal of all of the waste collected by district councils in their role as Waste Collection Authorities. The WDA also has a statutory duty to provide places at which householders can deposit household waste; which we do through a network of 15 Household Waste Recycling Centres (HWRCs). More than half a million tonnes of municipal waste is generated in Lancashire each year, every tonne of which the county council must ensure is dealt with.

The Waste Management service delivers some of its activities through third party contracts. These include:

- Composting of garden waste
- Landfilling of residual waste
- Operation of HWRCs
- Operation of waste transfer stations
- Miscellaneous treatment/disposal contracts: including hazardous waste, clinical waste, batteries, tyres, abandoned vehicles, chemicals and animal carcasses.

PP013 – PLANNING AND ENVIRONMENT (DEVELOPMENT CONTROL – PRE APP ADVICE)

Service Name:		Development Control	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£0.342m	
Income 2017/18		£0.154m	
Net budget 2017/18		£0.188m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.006	0.000	0.000	-0.006
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		Agreement to develop a charging scheme, based on research of what other Local Planning Authorities are charging for pre-application planning advice to ensure it does not become a disincentive to developers.	
Impact upon service		<p>If the uptake of pre-app advice does not reduce as a result of the charging scheme, the quality of applications will be maintained. In turn, this will assist in the speed of determination.</p> <p>The converse is also possible. Charging might reduce the uptake of pre-app advice, especially from smaller companies. In turn this might result in lower quality applications, which will lengthen determination timescales.</p> <p>Schemes of pre-app charging are common in most Councils, and if set appropriately do not affect the uptake of advice from large projects.</p>	
Actions needed to deliver the target savings		Development of charging scheme, based on research of what other Local Planning Authorities are charging for	

	pre-application planning advice to ensure it does not become a disincentive to developers. Implementation of charges when working with developers from 1st April 2018.
--	---

What does this service deliver?

This team is responsible for determining planning applications for mineral extraction (including shale gas), and waste proposals and applications for its own development including new schools and road development. The team investigates complaints regarding alleged breaches of planning control in relation to minerals and waste development.

PP014 – PLANNING AND ENVIRONMENT (NATURAL ENVIRONMENT INFORMATION)

Service Name:		Planning: Environmental Information	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£0.636m	
Income 2017/18		£0.151m	
Net budget 2017/18		£0.485m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.020	0.000	0.000	-0.020
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 for environmental information.</p> <p>Planning and Environment currently provide an optional service to developers to provide information on the natural environment to assist them in preparing planning applications. Developers are currently charged for this service. There is an opportunity to increase the level of charge to align LCC with other Planning Authorities in the North West.</p>	
Impact upon service		<p>Revised charging scheme will take account of the average charge imposed by Planning Authorities in North West England.</p> <p>This is a service function that is currently provided within the service and this will continue to be the case, with a greater recovery of costs through the revised charging scheme. The function provided will remain as it is.</p>	

Actions needed to deliver the target savings	Review charging scheme, and ensure compliance with legislation. Approve revised charging scheme in 2017/18 for implementation in April 2018.
---	---

What does this service deliver?

The Development Control Team is responsible for determining planning applications for mineral extraction (including shale gas), and waste proposals and applications for its own development including new schools and road development. The team investigates complaints regarding alleged breaches of planning control in relation to minerals and waste development.

The Planning Policy team prepares the Lancashire Minerals and Waste Local Plan, and prepares responses to the emerging Local Plans of district councils.

The Transport Planning team prepares highways and transport master plans for five areas of the county, and also delivers some of the proposals in the plans.

PP015 – PLANNING AND ENVIRONMENT PUBLIC RIGHTS OF WAY

Service Name:		Public Rights of Way	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£0.577m	
Income 2017/18		£0.144m	
Net budget 2017/18		£0.433m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.005	0.000	0.000	-0.005
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		Agreement to formalise PROW requirements as part of the planning contributions process (eg S106) and secure an increase in the amount of S106 contributions to the public rights of way network. Income is dependent upon appropriate development proposals coming forward from developers, and developers agreeing with the requests.	
Impact upon service		<p>In the past, new housing development, especially on greenfield sites, has brought increased pressure on the local public rights of way network. As a result of this new pressure, local paths have been improved or repaired through the Public Rights of Way maintenance budget.</p> <p>In the future, requests will be made for S106 contributions to improve the local PROW network in the same way that the Highway Authority makes requests to mitigate new pressures on the local road network.</p>	
Actions needed to deliver the target savings		<ul style="list-style-type: none"> Review the process that officers use to identify 106 opportunities and ensure that PROW requirements are fully considered. 	

	<ul style="list-style-type: none">• Make requests to district councils to include contributions to PROW in s106 Agreements alongside the request made by LCC as the Highway Authority.
--	--

What does this service deliver?

The Public Rights of Way team manages 5,000km of public rights of way in the county, and manages the legal record (Definitive Map) of rights of way.

PP029 – APPRENTICESHIP LEVY

Service Name:		Apprenticeship Levy	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£1.500m	
Income 2017/18		£0.000m	
Net budget 2017/18		£1.500m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.250	-0.250	-0.100	-0.600
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		Agreement to maximise the opportunity presented by the introduction of the Apprenticeship Levy and reduce internal budgets by any corresponding amounts that would be used to fund training and development.	
Impact upon service		<p>The Apprenticeship Levy is a new financial mechanism that has been implemented by the Government to encourage the use of apprenticeship programmes within the workplace. LCC has an active Apprenticeship programme but this will need to grow and develop. L&D will be responsible for the management of this as well as the management of the Digital Account.</p> <p>Reprioritisation of training programmes will need to take place to maximise potential income.</p> <p>Continual Professional Development – a significant proportion of the workforce requires this form of training and development. This will not qualify for Apprenticeship Levy funding, but will need to be delivered through L&D.</p>	

Actions needed to deliver the target savings

The implementation of the Apprenticeship Levy has been underway within LCC since notification of the scheme and a number of actions have been put in place to ensure that the County Council complies with the requirement to make the payments. The scheme came in to operation on 1st April 2017 with the first PAYE deduction being made for that month. The money from the April PAYE deduction will be available through the LCC digital account in May 2017.

All training costs for new apprentices recruited from April 2017 will be funded through the Digital Account. This includes Business apprentices who have been recruited to start later in the year.

Work in on-going with services to quantify all training and training qualification needs for new and existing staff and identify opportunities to link these to the apprenticeship standards. Where it is possible and feasible for the service to convert existing training programmes into apprenticeships this will be done.

The LCC digital account is live and the systems for use have been established, the co-ordination and administration of the digital account for the authority will be undertaken by the Learning and development service.

Decisions will be required from services to convert training programmes into Apprenticeships where appropriate. There is a minimum requirement within the qualifying criteria that Apprenticeship training is for a minimum of 12 months and requires at least 20% of Apprentice time 'off the job'. This is a significant requirement and commitment for services to provide, and not all training will require this level of provision.

Review and development of long term service specific workforce development plans outlining training requirements, including apprentice recruitment programmes.

Capture of all training budgets and training costs currently held within service budgets. This will ensure that all training procured by the authority goes through a robust 'Apprenticeship' challenge process to ensure that all training that can be paid for through the Levy is captured.

What does this service deliver?

The Learning and Development (L&D) service is responsible for advising on, developing, delivering and building the County Council's skills, development and engagement capability within our own staff – to underpin and enable achievement of our Corporate Plan and to help us, through our People, to navigate change successfully. The L&D service has skilled officers and support staff, working and specialising across the full breadth of Lancashire County Council, working with partner organisations engaged in our wider workforce, with Further Education Institutions (FEI's) and Higher Education Institutions (HEI's) and with regional networks to lead and improve skills within our region.

The main function areas are:

1. Social Work Academy Development
2. Business Systems Development
3. Organisational Development
4. Front line Operational Development

ASC001b – LEARNING DISABILITY SERVICE

Service Name:	Learning Disability Service – Supported Living		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£105.970m		
Income 2017/18	£7.421m		
Net budget 2017/18	£98.549m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-1.723	-0.413	-0.522	-2.658
FTE implications:			
2018/19	2019/20	2020/21	Total
-6.74	-18.29	-23.10	-48.13
Decisions needed to deliver the budgeted savings	<p>Agree to continuation of the programme to remodel supported living services to lower the costs of care packages over a 3 year period.</p> <p>Agree that the remodelling team remains in place and continues to be funded from reserves at an estimated cost of £0.600m per annum.</p>		
Impact upon service	<p>Adults with learning disabilities will very likely continue to receive support to live in their own home. 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>The remodelling process seeks to ensure individuals receive the support required as determined through assessment of needs and support planning and identify the ways in which the provider can manage the shared support across the tenancies.</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.
Actions needed to deliver the target savings	<ul style="list-style-type: none"> • Learning Disability and Autism Team allocation of staff to undertake assessment and review work. • Stakeholder consultation - people using the service, families etc.

What does this service deliver?

Many adults with learning disabilities live in supported accommodation. These are ordinary houses where usually 3 or 4 people live together with a 24 hour staff team employed to support them. Most of these services are run by independent agencies, either voluntary organisations or private sector organisations, but there are also significant supported accommodation services run by the County Council itself and by NHS.

Across Lancashire, there are about 2,000 people with learning disabilities and/or autism living in supported living. Over time and for many reasons a significant number of vacancies, in excess of 150 and rising each year, have built up. These vacancies mean many of the supported accommodation arrangements do not represent best value for the local authority.

There are therefore two teams working across the county responsible for remodelling supported living schemes to ensure that people receive services that are still effective at meeting their needs, while also ensuring better value for the County Council.

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.

There is also a staff team who are primarily responsible for reviewing adults living in residential care. The team is primarily focussing on people who live outside Lancashire, supporting them to return to live nearer to family possibly into supported accommodation which is less restrictive and more cost effective.

ASC002 – DISABILITY SERVICE

Service Name:		Disability Service – Shared Lives	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£0.802m	
Income 2017/18		£0.025m	
Net budget 2017/18		£0.777m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.180	-0.415	-0.414	-1.009
FTE implications:			
2018/19	2019/20	2020/21	Total
<i>8.00</i>	<i>0.00</i>	<i>0.00</i>	<i>8.00</i>
Decisions needed to deliver the budgeted savings		Agree to invest c£0.240m in additional staff resource to expand Shared Lives which is typically a more cost effective way of supporting adults in settled accommodation compared to alternatives such as supported accommodation, residential care or short break services.	
Impact upon service		<p>The Service is currently delivering the last year of growth in long term placements as the culmination of the last year of a previous adult social care savings programme.</p> <p>This is a cost effective and progressive model of support. This savings option should ensure continued growth of the Shared Lives Service on the basis that growth continues to offer a cost effective alternative and reduces future lifetime costs of supporting individuals. The service itself does not cease or reduce, but expands. It will add in an additional 50 placements over a 3 year period.</p> <p>The service is judged 'Outstanding' by CQC but if it is to further expand this additional investment is needed to</p>	

	maintain the operational effectiveness of the service, and its high quality and standards.
Actions needed to deliver the target savings	Funding made available for an increase in the existing officer and staffing structure to manage the programme, comply with CQC regulations, standards and the increase in placements.

What does this service deliver?

The Shared Lives Service (formerly known as the Adult Placement Service) is family-based care provided by individuals and families which enables adults and older people to share in ordinary family and community life, as well as helping people to develop their strengths and abilities. The Shared Lives service offers personal and tailor-made support around people's needs, specifically for those who do not need, or want care, provided within a care home or a supported tenancy. There are currently 297 carers supporting 380 adults with a range of learning disabilities, physical disabilities and older adult in the early stages of dementia. The service offers both long and short term placements.

Types of support include; personal routines or health care needs including help with getting dressed, using the bathroom, eating healthily, taking medication, support to become more independent with activities such as cooking, laundry, handling money and support around complex communication needs or with health issues. The shared lives service is registered with CQC and received a rating of 'Outstanding' in 2016.

ASC025 – LEARNING DISABILITY SUPPORTED LIVING PLACEMENT VOIDS

Service Name:		Learning Disability & Autism – Supported Living Placement Voids	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£105.970m	
Income 2017/18		£7.421m	
Net budget 2017/18		£98.549m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.250	-0.250	0.000	-0.500
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>Across Lancashire, there are about 2,000 people with learning disabilities and/or autism living in supported living. Over time and for many reasons a significant number of vacancies arise and build up in these tenancies, in excess of 150 and rising each year. These vacancies mean many of the supported accommodation arrangements do not represent best value for the local authority as we pay some existing support costs and also in some cases housing benefit rent voids or for the tenants with increased bills etc.</p> <p>Agree to apply the existing under-occupancy policy to all schemes with voids and review schemes which are no longer fit for purpose and unlikely to be filled to reduce the overall capacity by around 50 vacancies. This will significantly reduce LCC exposure to rent & support void liability.</p> <p>Agree to reduce the provision of traditional supported accommodation to the required level, but will still leave the Authority with sufficient supported living options to meet current and future demand.</p>	

	<p>Agreement to direct Learning Disability & Autism Remodelling & Review Team staffing resource to this project (September 2017)</p> <p>Agreement of policy principles (October 2017)</p> <p>Agreement to put a Supported Housing Framework in place (2018)</p> <p>Agreement to enhance the use (and revisit the policy to charge for) assistive technology (March 2018)</p>
Impact upon service	<p>This proposal (to apply the under-occupancy policy) is already underway. It should be noted that due to existing Housing Management Agreements that are on place it may take longer to cease some arrangements, but work is being undertaken with Housing Providers to try to reach a mutual agreement to cease any punitive arrangements.</p>
Actions needed to deliver the target savings	<ul style="list-style-type: none"> • Update the "cost/benefit" analysis of termination/continuation of HMA's • Accommodation Strategy amended to reflect future plans • Review of all service users in under-occupied schemes • Review of all current schemes to determine those not fit for purpose • Negotiation with Housing Providers to terminate existing agreements • Demographic analysis to determine future requirements • Stakeholder consultation

What does this service deliver?

Many adults with learning disabilities live in supported accommodation. These are ordinary houses where usually 3 or 4 people live together with a 24 hour staff team employed to support them. Most of these services are run by independent agencies, either voluntary organisations or private sector organisations but there are also significant supported accommodation services run by the County Council itself and by NHS.

Across Lancashire, there are about 2,000 people with learning disabilities and/or autism living in supported living. Over time and for many reasons a significant number of vacancies, in excess of 150 and rising each year, have built up. These vacancies mean many of the supported accommodation arrangements do not represent best value for the local authority. The running cost of bills for the remaining tenants is also more expensive

ASC026 – LEARNING DISABILITY ENABLEMENT

Service Name:		Learning Disability & Autism - Enablement	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£105.970m	
Income 2017/18		£7.421m	
Net budget 2017/18*		£98.549m	
*Total LDA commissioned care within pooled fund budget			
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.161	-0.929	-0.283	-1.373
FTE implications:			
2018/19	2019/20	2020/21	Total
<i>18.00</i>	<i>0.00</i>	<i>0.00</i>	<i>18.00</i>
Decisions needed to deliver the budgeted savings	<p>Agree to the creation of a new service to deliver outcome focussed, time limited enablement support to adults using existing social care services, with a particular focus on adults with learning disabilities to become more independent and less reliant on formal paid support.</p> <p>Agree to establishment of new team at a cost of c£0.591m to implement the invest to save proposal.</p> <p>This is an invest to save programme over a 2 year period.</p>		
Impact upon service	<p>This would be delivered to adults with learning disabilities living typically in supported living settings, but also to those living within families and in receipt of council services and also to those in transition to adult services.</p> <p>The function of the service is to deliver time limited enablement, which will improve the ability of the adult to live more independently and either avoid higher cost packages being arranged early on (as in transition group)</p>		

	or lead to a reduction in the level of packages of care for those in e.g. supported living.
Actions needed to deliver the target savings	<ul style="list-style-type: none"> • Recruitment of a new team as detailed above. • Consultation with providers and other stakeholders regarding the service, the process and where this fits with the supported housing framework and remodelling activity.

What does this service deliver?

The function of the Enablement service is to teach adults with learning disabilities new skills that will lead to improvements in their ability to live more independently and a decrease in the need for a service.

Adults with disabilities often need support with everyday living skills such as laundry, cooking, travelling safely and managing money. The function of the new service will be to assess an individual's potential to become more independent and to then be taught and learn new skills through a bespoke enablement plan designed by the team. The team will provide both direct support during the period of enablement and work closely with providers of services to support them to deliver the enablement plans.

The proposal for the new service has arisen from the design phase of the Adults Passport to Independence Programme. During the design period a small pilot was undertaken with individuals in different settings; family home, shared lives, supported living to test the potential and benefits for increased independence. The outcome determined that 89.5% adults with learning disabilities could be living more independent lives.

The enablement team will work closely with the learning disability and autism service remodelling and review team. The review team will refer individuals to the service who have the potential for increased independence will then undertake a review following the period of enablement to reflect any changes required to the overall package of care.

ASC034 – DEMAND AND PRICE ASSUMPTIONS

Service Name:	Adult Services		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£380.663m		
Income 2017/18	£79.381m		
Net budget 2017/18	£301.282m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-5.022	-7.280	-9.201	-21.503
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	Agreement to update the Medium Term Financial Strategy price and demand assumptions to reflect the reductions detailed above.		
Impact upon service	<p>There will be no impact on the service.</p> <p>The current Medium Term Financial Strategy (MTFS) includes forecasts for both changes to the level of resources received but also the forecast future cost of providing services which is affected by inflationary pressures (price paid) and increased demand for services (demographic volume) which can also be impacted by the increasing complexity of individuals being supported.</p> <p>The current MTFS demand assumptions on Adult Social Care are largely based on historical trends in increasing activity, covering both absolute increases in the numbers of individuals receiving support and the increasing average cost of meeting their identified needs (e.g. individuals receiving more hours of care on average over time).</p>		

	<p>The historical increases in demand have significantly varied between client groups and, in the majority of cases, have been significantly higher than what would have been expected from normal demographic changes to these cohorts. This has arisen for a number of reasons including the advent and growth of personalisation, market capacity and system pressures across the NHS etc. The demand and price increases for the next three years have been reviewed alongside the 2016/17 actual outturn data, understanding of backlog positions, and the impact of the prevention service provision, national indicators, local service user numbers, future demographics, benchmarking and an LGA review of the forecast demand and price levels.</p> <p>Nationally no large increases in the numbers of individuals being supported other than on Older People services is being experienced or predicted although the cost of care and proportion of Council's budgets being spent on social care is significantly increasing putting considerable pressure on the system. This reflects the increasing complexity of individuals supported, impacted by increasing life expectancies for adults with disabilities with related issues such as the ability of ageing carers to continue to provide informal care.</p> <p>The base for the required increases has also been reviewed to ensure demand is only budgeted for on those areas that are specifically demand led.</p> <p>This has resulted in a reduction in the budget required to manage these revised predicted increases over the time period 18/19-20/21 as the assumptions previously built in are not supported by current evidence.</p>
<p>Actions needed to deliver the target savings</p>	<p>The MTFs to be updated to reflect the figures detailed above.</p>

ASC053 – FEE INCOME FROM PROVIDING LCC MANAGEMENT SUPPORT INTO FAILING INDEPENDENT SECTOR REGISTERED RESIDENTIAL AND NURSING HOMES

Service Name:		Older People Service – Management support into failing independent sector CQC registered services	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£23.149m	
Income 2017/18		£22.101m	
Net budget 2017/18		£1.048m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.060	0.000	0.000	-0.060
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 an expansion of an existing in-house service which supports the improvement and turnaround of failing independent sector services (typically those rated inadequate/requires improvement). This service is already provided on the basis the provider agrees to accept LCC management input and agrees to pay a charge or fee to LCC.</p> <p>Agree to charge a weekly fee instead of invoicing on basis of staff time delivered into the service– ensuring a simpler process for all parties to understand when the offer is made.</p> <p>Agree to setting the fee at £2,500 per week. It is also recommended that a process of receiving a deposit and direct debit system for payment is established before work commences.</p>	

Impact upon service	This proposal puts the service on a firmer business footing and as such is expected to generate additional income.
Actions needed to deliver the target savings	Ensure systems and appropriate documentation are in place including contracts to ensure that the service can be offered and the income can be secured from the provider.

What does this service deliver?

LCC operates 17 residential homes (with a further home due to open in September 2017) for older people throughout Lancashire, with at least one home in each of the twelve district council areas and about 770 places in total. They offer a range of service models to meet the individual needs of older people depending on whether they need a long term placement, specialist dementia care, rehabilitation or other step down services.

The service employs a number of effective and experienced managers, and in the last 2 years they have regularly been deployed into independent sector residential or nursing homes that have been judged by CQC and/ or LCC and /or CCG to require significant and rapid improvements to safeguard the health and well-being of the residents, and to ensure there is compliance with regulations.

Producing an accurate forecast of the potential income from this service is not straightforward as it is dependent on how many services fall into such difficulties and formally request and agree LCC input to support improvement. A conservative estimate that two services will need such input for 12 weeks each per year has been used to calculate the saving. More providers requesting and receiving such help will mean a greater level of income.

CAS002 – CUSTOMER ACCESS SERVICE

Service Name:	Customer Access Service		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£5.895m		
Income 2017/18	£2.235m		
Net budget 2017/18	£3.660m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.013	-0.040	0.000	-0.053
FTE implications:			
2018/19	2019/20	2020/21	Total
-3.00	0.00	0.00	-3.00
Decisions needed to deliver the budgeted savings	<p>Agree to restructure the support functions across the customer access service. This would be achieved through increased automation and self-service.</p> <p>This saving is linked heavily to technology and will need to be tested robustly and process changes made. This therefore means this saving will be deliverable from 1st January 2019.</p>		
Impact upon service	<p>If managed in line with the other options proposed by CAS and the technology implementation, the reduction in support will be manageable by within CAS. The dependencies are therefore critical.</p>		
Actions needed to deliver the target savings	<p>Define exact details of restructure and impact assess the proposal.</p> <p>Link to technology deliverables and complete robust testing and process plans.</p> <p>Agree timescales and communicate out within the business, including any formal consultation needed.</p>		

What does this service deliver?

Customer Access Service (CAS) is the first point of contact for 60% of all incoming telephony and email enquiries to Lancashire County Council. Our Service strategic plan has been for additional services to be delivered by CAS in order to better serve the citizens of Lancashire whilst improving costs and efficiency. The service is structured and divided into two distinct operational areas:

1. Within the dedicated Social Care Centre a highly specialised and sensitive service is delivered, offering information, advice and assistance on all matters relating to Adult & Children's Social Care. Requests ranging from simple ones such as meals on wheels applications are processed all the way through to handling more complex child and adult safeguarding contacts.
2. Within the Customer Contact Centre twenty six services are delivered including: Highways, Ask HR, Libraries, NoWcard Concessionary Travel, Registration, Certificates, Waste, and Welfare Rights. Alongside these also sits a signposting service to direct customers to other agencies across the public sector, district councils and partner organisations.

CAS004 – CUSTOMER ACCESS SERVICE

Service Name:	Customer Access		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£5.895m		
Income 2017/18	£2.235m		
Net budget 2017/18	£3.660m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.020	0.000	0.000	-0.020
FTE implications:			
2018/19	2019/20	2020/21	Total
<i>-1.00</i>	<i>0.00</i>	<i>0.00</i>	<i>-1.00</i>
Decisions needed to deliver the budgeted savings	<p>Agree to cease Lancashire House reception cover from 1st April 2018.</p> <p>As a non-public facing building, it is feasible to remove this service and have all services based at Lancashire House implement alternative arrangements to greet visitors.</p>		
Impact upon service	A different approach to visitors to the building, ie each service to take responsibility of their own.		
Actions needed to deliver the target savings	<p>Wide spread communication to the teams working in Lancashire House including a briefing on the Intranet.</p> <p>Liaison and advice to be sought from Facilities Management.</p>		

What does this service deliver?

Customer Access Service (CAS) is the first point of contact for 60% of all incoming telephony and email enquiries to Lancashire County Council. Our Service strategic

plan has been for additional services to be delivered by CAS in order to better serve the citizens of Lancashire whilst improving costs and efficiency. The service is structured and divided into two distinct operational areas:

1. Within the dedicated Social Care Centre a highly specialised and sensitive service is delivered, offering information, advice and assistance on all matters relating to Adult & Children's Social Care. Requests ranging from simple ones such as meals on wheels applications are processed all the way through to handling more complex child and adult safeguarding contacts.
2. Within the Customer Contact Centre twenty six services are delivered including: Highways, Ask HR, Libraries, NoWcard Concessionary Travel, Registration, Certificates, Waste, and Welfare Rights. Alongside these also sits a signposting service to direct customers to other agencies across the public sector, district councils and partner organisations.

CAS009 – CUSTOMER ACCESS SERVICE

Service Name:	Customer Access		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2019/20		
Gross budget 2017/18	£5.895m		
Income 2017/18	£2.235m		
Net budget 2017/18	£3.660m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
0.000	-0.118	-0.056	-0.174
FTE implications:			
2018/19	2019/20	2020/21	Total
<i>0.00</i>	<i>-6.00</i>	<i>-2.75</i>	<i>-8.75</i>
Decisions needed to deliver the budgeted savings	<p>Agree to implement telephony automation.</p> <p>This is part of the Genesys toolkit and is to be delivered in Phase 2 of the project. This automation would direct callers to named officers in LCC or known extensions, removing the need to speak to a Customer Service Assistant. It has been estimated that this would be applied to approximately 20% of callers to the main signposting number and 50% of Social Care signposting calls.</p>		
Impact upon service	<p>If managed effectively this proposal for telephony automation will be positive for both the customer and the business, fast tracking callers to their requested destination without the need to speak to a Customer Service Assistant.</p>		
Actions needed to deliver the target savings	<p>Work would need to be completed on the "technical build" of the system and the service would be reliant on BTLS and Anana to deliver the system to implement this saving.</p> <p>It has been highlighted that in order to complete this work a new corporate telephony directory is required</p>		

	linked to user log ins (AD log ins). This new directory will be require a new corporate approach to maintaining the directory.
--	--

What does this service deliver?

Customer Access Service (CAS) is the first point of contact for 60% of all incoming telephony and email enquiries to Lancashire County Council. Our Service strategic plan has been for additional services to be delivered by CAS in order to better serve the citizens of Lancashire whilst improving costs and efficiency. The service is structured and divided into two distinct operational areas:

1. Within the dedicated Social Care Centre a highly specialised and sensitive service is delivered, offering information, advice and assistance on all matters relating to Adult & Children's Social Care. Requests ranging from simple ones such as meals on wheels applications are processed all the way through to handling more complex child and adult safeguarding contacts.
2. Within the Customer Contact Centre twenty six services are delivered including: Highways, Ask HR, Libraries, NoWcard Concessionary Travel, Registration, Certificates, Waste, and Welfare Rights. Alongside these also sits a signposting service to direct customers to other agencies across the public sector, district councils and partner organisations.

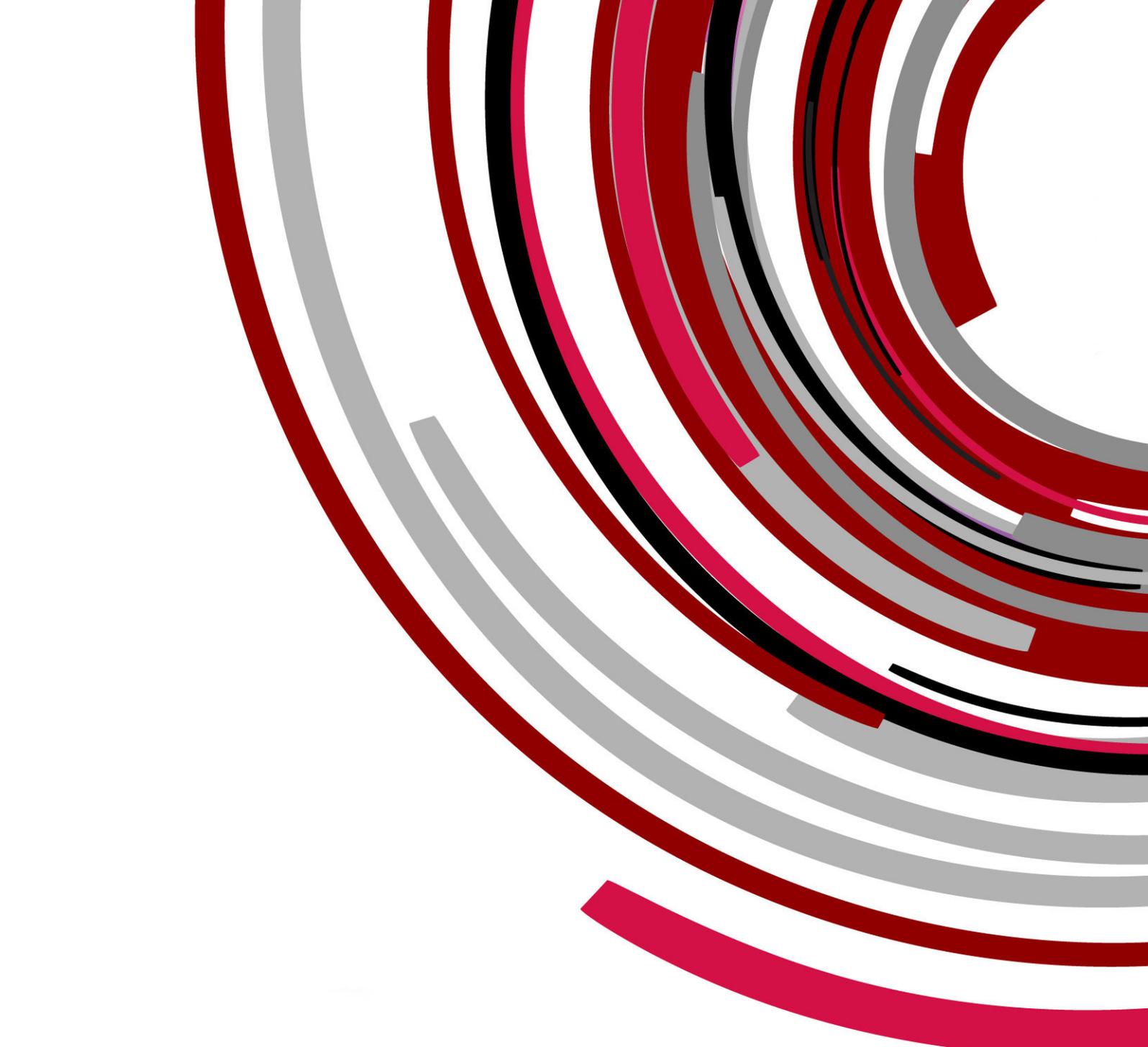
CAS010 – CUSTOMER ACCESS SERVICE

Service Name:		Customer Access	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2019/20	
Gross budget 2017/18		£5.895m	
Income 2017/18		£2.235m	
Net budget 2017/18		£3.660m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
0.000	-0.060	0.000	-0.060
FTE implications:			
2018/19	2019/20	2020/21	Total
<i>0.00</i>	<i>-3.00</i>	<i>0.00</i>	<i>-3.00</i>
Decisions needed to deliver the budgeted savings		Agree to implement blended email in Customer Access Service Social Care and Ask HR. This is an element of the Customer Access Service technology project Phase 2. This software has already been successfully deployed in the corporate service contact centre within the service.	
Impact upon service		The deployment of this technology will benefit the customer and the business and will be a more effective use of resources.	
Actions needed to deliver the target savings		<p>Define exact details of restructure and impact assess the proposal.</p> <p>Link to technology deliverables.</p> <p>Agree timescales and communicate out within the business, including any formal consultation needed.</p>	

What does this service deliver?

Customer Access Service (CAS) is the first point of contact for 60% of all incoming telephony and email enquiries to Lancashire County Council. Our Service strategic plan has been for additional services to be delivered by CAS in order to better serve the citizens of Lancashire whilst improving costs and efficiency. The service is structured and divided into two distinct operational areas:

3. Within the dedicated Social Care Centre a highly specialised and sensitive service is delivered, offering information, advice and assistance on all matters relating to Adult & Children's Social Care. Requests ranging from simple ones such as meals on wheels applications are processed all the way through to handling more complex child and adult safeguarding contacts.
4. Within the Customer Contact Centre twenty six services are delivered including: Highways, Ask HR, Libraries, NoWcard Concessionary Travel, Registration, Certificates, Waste, and Welfare Rights. Alongside these also sits a signposting service to direct customers to other agencies across the public sector, district councils and partner organisations.



**Money Matters -
Additional Savings 2018/19 – 2020/21
(including Equality Impact Assessments)
Cabinet – October 2017**

	Contents	Page
1	CYP011 – Send Service – SENDIASS/CFSD Team	67
2	FR001 – Exchequer Services	81
3	CMTY011 – Highway Lines and Signs Renewal	102
4	ASC052 – Older Persons In-house Residential Services – Self Funder Fees	112
5	PH011 – Sexual Health	124

CYP011 – SEND SERVICE – SENDIASS/CFSD TEAM

Service Name:		SEND Service – Information Advice and Support (IAS) Team	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£0.701m	
Income 2017/18		£0.000m	
Net budget 2017/18		£0.701m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.265	0.000	0.000	-0.265
FTE implications:			
2018/19	2019/20	2020/21	Total
-6.00	0.00	0.00	-6.00
Decisions needed to deliver the budgeted savings		<p>Agree to a job evaluation and function review of the recently merged Information Advice & Support Team.</p> <p>Reduce the revenue budget from 1st April 2018 by £0.265m.</p>	
Impact upon service		<p>The SEND Code of Practice (CoP) does not preclude the Information Advice & Support Team sitting within the SEND Service.</p> <p>IASSN Quality Standards provides measures to demonstrate the IAS is impartial. These include:</p> <ul style="list-style-type: none"> • The team having its own distinct identity and logo • Contact to the team through a separate phone line from other LA services. • An impartiality policy. • A steering group overseeing its operation with parent/carer membership. 	

	<p>A single team sat within the SEND service is best placed to be aware and continue to be updated on SEND local policy and practices and thus provide children and young people with SEND and their families with IAS.</p> <p>The team developing and updating the Local Offer are best placed to provide accurate and up-to-date IAS on the Local Offer.</p> <p>Children and young people with SEND and their families are provided with a clear 'front door' into the SEND Service, which will quickly identify needs and are directed to the most appropriate service. An 8.45am – 5pm Monday to Friday, dedicated IAS telephone help line, would form part of this 'front door'.</p> <p>The new team would use the proposed SEND IT platform which will ensure that co-production is developed as all the needed information is available in one location with an option for confidential records, if requested by the family.</p> <p>A triage system will target intensive support to vulnerable groups of parent/carers whilst still providing a service to all parent/carers.</p>
<p>Actions needed to deliver the target savings</p>	<p>A recent review of the teams looked at current operating inefficiencies and duplications that will be addressed by the implementation of the merger and new focus and ways of working.</p>

What does this service deliver?

The Special Educational Needs and Disability Support Service provides statutory identification, assessment, intervention and monitoring for children and young people from birth to 25 with special educational needs and disabilities (SEND) and their families.

Information, Advice and Support is a dedicated information advice and support service is for children and young people with special educational needs and disabilities and their families.

Section 4

Equality Analysis Toolkit

SEND Service – SENDIASS/CFSD Team
For Decision Making Items

September 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

Proposed merger of the SENDIASS (Send Information Advice and Support Team) and CFSD Team

What in summary is the proposal being considered?

The proposal is to merge the SENDIASS Team with the CFSD Team, which would reduce the revenue budget by £0.265m and potential reduction of 6 full time equivalent posts.

The Teams provide advice to parents and carers who live in Lancashire and have a child or young person aged up to 25 who may have special educational needs or a disability (SEND), or have a child for whom exclusion from school is an issue.

The SEND Code of Practice does not preclude the SENDIASS sitting within the SEND Service and IASSN Quality Standards provides measures to demonstrate the IAS is impartial which include the Team having a distinct identity and logo. Contact to the Team will continue to be by a phone line separate from other local authority services and is covered by an impartiality policy. The steering group overseeing IAS operation includes parent/carers and young people membership.

It is anticipated that a single team sat within the SEND service is best placed to be aware of and continue to be updated on SEND local policy and practices and thus provide children and young people with SEND and their families/carers with IAS. The Team developing and updating the Local Offer are best placed to provide accurate and up-to-date IAS on the Local Offer.

Children and young people with SEND and their families/carers are provided with a clear "front door" into the SEND Service, which will quickly identify needs and are directed to the most appropriate service. An 8.45 a.m. - 5 p.m. Monday to Friday dedicated IAS telephone line will form part of this "front door".

The new team will use the proposed SEND IT platform which will ensure that co-production is developed as all the needed information is available in one location with an option for confidential records, if requested by the family/carers.

A triage system will target intensive support to vulnerable groups of parents/carers whilst still providing a service to all parents/carers.

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.

This proposal will affect children and young people with SEND and their families/carers across the county in a similar way.

It will also impact on a small number of employees.

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

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

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

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

Yes.

The nature of the service is that it is targeted at children and young people (the age protected characteristic) and disability protected characteristic as many, although possibly not all of the children and young people who could potentially access the service, will meet the Equality Act's definition of disability.

The element of the service which supports those at risk of exclusions could affect a wider range of children and their families.

Just over 5,200 children and young people have an Education Health and Care Plan in Lancashire and a further 20,000 have SEN support which enables them to access the service.

There are 8 officers in the Team who have a caseload of 40-50 families at any one time, so the service supports around 400 families at any one time.

There is also a potential impact on a small number of employees with the proposed reduction of 6 FTE posts, the Team has 17 posts – although through an agreed redundancy and vacancies this reduces the potential number of post reductions.

Detailed information about the protected characteristics of staff affected is not available but information for employees in Children's Services indicates that 66% of employees are aged 40-64, over 98% of employees are White, 1.48% of employees have a disability and 89% of employees are female. In terms of the County Council workforce as a whole there are disproportionately more women in the Children's

Services workforce, BME and disabled employees are under-represented and the age profile is broadly similar to the corporate picture.

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

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

Question 1 – Background Evidence

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

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

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

The nature of the service is that it is targeted at children and young people (the age protected characteristic) and disability protected characteristic as many, although possibly not all of the children and young people who could potentially access the service, will meet the Equality Act's definition of disability.

The element of the service which supports those at risk of exclusions could affect a wider range of children and their families.

Just over 5,200 children and young people have an Education Health and Care Plan in Lancashire and a further 20,000 have SEN support which enables them to access the service.

There are 8 officers in the Team who have a caseload of 40-50 families at any one time, so the service supports around 400 families at any one time.

There is also a potential impact on a small number of employees with the proposed reduction of 6 FTE posts, the Team has 17 posts – although though an agreed redundancy and vacancies this reduces the potential number of post reductions.

Detailed information about the protected characteristics of staff affected is not available but information for employees in Children's Services indicates that 66% of employees are aged 40-64, over 98% of employees are White, 1.48% of employees have a disability and 89% of employees are female. In terms of the County Council workforce as a whole there are disproportionately more women in the Children's

Services workforce, BME and disabled employees are under-represented and the age profile is broadly similar to the corporate picture.

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)

The Lancashire Parent/Carer Forum and Barnardo's who are the contract holder for the young people's engagement group POWAR were engaged in the review process which has informed the options paper.

A recent review of the teams looked at current operating and identified inefficiencies and duplications that will be addressed by the implementation of the merger and new focus and ways of working.

The two Teams were also fully engaged in the service review and writing of the current service specification.

The IAS Service operation will be overseen by a steering group with parent/carer membership and young people.

Question 3 – Analysing Impact

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

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

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

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

persons is disproportionately low? If not could it be developed or modified in order to do so?

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

It is not anticipated that the merger will impact adversely on those children and young people or their families/carers who use it. An impartial service will be available during standard office hours and using a dedicated, independent phone line.

The triage system proposed has been designed to provide intensive support being prioritised to more vulnerable groups of parents/carers and this may impact adversely on other parents/carers. However, it is expected that the signposting and information provided will empower parents/carers to be able to navigate the SEND services themselves reducing reliance on face to face interventions.

The availability of the IAS service will continue to assist with the advancing of equality of opportunity for disabled children and young people and their participation in public life as it is intrinsic to these aims of the Public Sector Equality Duty.

It is accepted that there will be an impact on a small number of employees associated with this proposal. However, the County Council's arrangements associated with the current County Council Transformation including consultation and fair recruitment processes will be followed.

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.

This proposal should be seen alongside proposals affecting the Customer Access Service in terms of new technology and new ways of working. The CAS will develop equality analyses as their proposals take shape.

Question 5 – Identifying Initial Results of Your Analysis

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

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

The proposal is unchanged as it will provide a better targeted service to support children, young people and their families/carers.

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.

Mitigation for this proposal includes:

- IASSN Quality Standards provide measures to demonstrate that the IAS is impartial. These include the Team having its own distinct identity and logo.
- Contact with the Team will be through a dedicated phone line separate from other LCC services
- An impartiality policy is in place
- A steering group overseeing its operation with parents/carers and young people membership
- A single team sat within the SEND service will be better able to be aware of and updated on SEND local policy and practice and on the Local Offer to children, young people and their families/carers
- There will be a clear "front door" into the SEND Service which will quickly identify needs and signpost callers to the most appropriate service. This will be available during normal office hours.

Question 7 – Balancing the Proposal/Countervailing Factors

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

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

This proposal has emerged as part of the need for the County Council to reduce its spending due to an estimated funding gap of £167.132 million by 2021/22. The reduction of £0.265m associated with this proposal will contribute towards the budget reductions required to address this.

It is acknowledged that there may be some adverse impact on children and young people with disabilities and/or SEND and their families/carers, but it is expected that the mitigation identified e.g.

- IASSN Quality Standards provide measures to demonstrate that the IAS is impartial. These include the Team having its own distinct identity and logo.
- Contact with the Team will be through a dedicated phone line separate from other LCC services
- An impartiality policy is in place
- A steering group overseeing its operation with parents/carers and young people membership
- A single team sat within the SEND service will be better able to be aware of and updated on SEND local policy and practice and on the Local Offer to children, young people and their families/carers
- There will be a clear "front door" into the SEND Service which will quickly identify needs and signpost callers to the most appropriate service. This will be available during normal office hours

will reduce the potential adverse impact on those groups.

It is also acknowledged that there will be an impact on some employees as the proposal includes a possible reduction of 6 full time equivalent posts. Whilst consultation and fair recruitment will be carried out in accordance with County Council Transformation requirements, there is a risk that some employees may lose their job.

Question 8 – Final Proposal

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

Proposed merger of the SENDIASS (Send Information Advice and Support Team) and CFSD Team from April 2018.

Question 9 – Review and Monitoring Arrangements

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

The steering group will meet termly to oversee and monitor.

Feedback after every intervention is collected and used to steer local direction and used for benchmarking nationally.

Equality Analysis Prepared By Stephen Martin
Position/Role SEND Senior Manager
Equality Analysis Endorsed by Line Manager and/or Service Head David
Graham (Head of SEND)
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

FR001 – EXCHEQUER SERVICES

Service Name:		Exchequer Services	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£4.268m	
Income 2017/18		£1.575m	
Net budget 2017/18		£2.693m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-1.300	-0.600	0.000	-1.900
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>Approval to implement a revised staffing structure, subject to consultation.</p> <p>The revised staffing structure will involve:</p> <ul style="list-style-type: none"> • Some delayering of management posts. • Change of grade mix and reconfiguration of posts to recognise efficiencies and to invest in growth areas that will deliver additional income streams to the County Council such as social care service users, review of Direct Payments, increased provision of Financial Safeguarding services and Deferred Payments arrangements. • Whilst there is no overall reduction in posts the overall restructure will yield a recurring annual revenue saving on staffing costs of £0.153m. • Furthermore changes are expected to generate an additional £1.590m of income relating in the main to Re-Assessment activity, further review of Direct Payments, Financial Safeguarding and Deferred Payments arrangements. 	

	<ul style="list-style-type: none"> Overall therefore the full year revenue effect of the final staffing restructure is:- <p style="text-align: right;"> Reduction in staffing costs £ 0.153m Increase in income £ 1.590m Homecare funding £ 0.157m <hr style="width: 10%; margin-left: auto; margin-right: 0;"/> £ 1.900m saving </p>
Impact upon service	<p>The programme of improvement work started in the current financial year (2017/18) must continue implementation to ensure that transition into the staffing restructure is seamless.</p> <p>Much of the envisaged change is predicated upon the fuller and consistent implementation of initiatives which have already been implemented and are securing the predicted revenue streams, albeit with temporary staff.</p> <p>The ultimate universal adoption in Exchequer of Lean thinking initiatives, drives to Flexible working, paperless activity and working smarter - as laid out in the Exchequer Service plan - are expected to be key enablers of the new staffing structure which help to potentiate its effect and achievement of target savings.</p>
Actions needed to deliver the target savings	<p>Over and above our normal business activity and the dictates of our adopted Service Plan for 2017/18 the main action needed to deliver these savings is to give effect to the Staffing Restructure and this will involve consultation and filling of the structure in accordance with proper practice</p>

What does this service deliver?

1.1. Exchequer Services provides the following services to our customers and consumers in the following areas:-

- Financial assessments
- Deferred payments
- Deprivation
- Direct payments to individuals
- Cashiering
- Debt management
- Billing of Income
- Deputyship & Appointee services
- Payments re Children's services & Schools
- Payments re Adult's services
- Payments re Property, Highways and Companies
- Payments re other Corporate entities

- 1.2. Our services are mainly office based, utilising expert systems to process transaction streams which typically involve payment, billing and receipt of income or debt management functions.

We also conduct financial assessment services for social care service users & this involves peripatetic work where assessment staff usually conduct financial assessments in service user's homes.

- 1.3. We work for most service areas in the County Council who use a wide range of our services with Social Care being our largest internal customer.
- 1.4. Consumers of our services cover a broad spectrum of stakeholders including Public Bodies, Social Care service users, private individuals and companies which trade with the County Council.

Section 4

Equality Analysis Toolkit

**Increase in Administration Fees/Charges
for Deferred Payment Agreements
For Decision Making Items**

September 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

Approval is being sought to increase the Administration Charge for Deferred Payment Agreements

What in summary is the proposal being considered?

Following the introduction of the Care Act 2014 and its requirement for Local Authorities to implement a Deferred Payment Scheme (DPS) which is intended to be run on a cost-neutral basis, this was introduced by Lancashire in April 2015. The DPS policy states the Council will set its administration charge at a level which does not exceed the actual costs incurred in provision of the DPS, as set out in the Care Act regulations. The authority set its administration charge as a one-off fee of £500. This charge no longer covers the actual costs in providing this service.

We are considering three administration charges which are over and above the interest rate charged on the deferred amount:

1. One off Arrangement Fee for setting up the DPA (Set up Fee).
2. Annual Charge covering Care Act 2014 requirements, Bi Annual Statements, Equity monitoring, notification of changes in gross cost of placement, increase and decrease of interest rates (Set on 1 January and 1 July).
3. One Off Termination Fee

The Administration Fees will cover:

- registering a legal charge with the Land Registry against the title of the property, including Land Registry search charges and any identity checks required
- undertaking relevant postage, printing and telecommunications
- costs of time spent by those providing the service
- cost of valuation and re-valuation of the property
- costs for removal of charges against property
- overheads, including where appropriate (shares of) payroll, audit, management costs, legal service

The Cabinet will be asked to approve the Increase in Administration Fees.

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

The increase in administration charge will affect any person or their representative who applies for a Deferred Payment or already has a Deferred Payment Agreement under the scheme across the County and does not relate to any separately identified specific geographical areas within Lancashire.

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

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

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

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

The Department of Health produced an impact assessment on the Care Act regulations covering the provisions that gave local authorities a duty to offer deferred payments incorporating an equality impact assessment. This concluded that DPA's benefit people in residential care and their families by improved well-being through a reduction in stress and anxiety for those who go into residential care as they will not have to sell their home, wider peace of mind benefits for anyone who may be at risk of having to sell their home in the future and financial protection for home owners.

The population using care is almost exclusively disabled (physically or mentally) and is predominantly female and aged 75+.

DPA's predominantly benefit homeowners with low income and/or savings, who tend to belong to lower and middle socioeconomic groups.

DPA's do not differentiate on the basis of race, however ethnic minorities are under represented amongst social care users' currently in residential care and because of this may make fewer agreements.

DPA's do not differentiate on the basis of faith, however charging of interest may pose a barrier to faith groups who have objections on religious grounds.

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

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

Question 1 – Background Evidence

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

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

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

DPA's are subject to an eligibility criteria, notably whether someone needs residential care and whether they have limited liquid assets. Beyond this, DPS does not actively discriminate on the basis of equalities characteristics such as age, gender, sexual orientation, or belief.

Currently we have 113 DPA's of which there are 98 Females and 15 Males of which 35 have dementia, 68 are physically frail, 2 have a mental illness and 8 have a physical disability.

It is noted that the payment of interest and charges on DPA's may present a barrier to Muslim care users. This is because of the tenets of Sharia (Islamic) law, which prohibit the payment of interest.

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)

The Department of Health conducted an engagement exercise over Autumn 2011 with care users and members of the care and support sector on reform of social care, encompassed discussion of proposals of the universal DPA.

The engagement found support for DPA's; a workshop on funding reform involving representatives from local authorities and disabilities groups noted that DPA's would give people additional choices and flexibility in meeting their care costs and there was strong support for them.

A user consultation will be undertaken as proposals are put forward for decision making.

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.

There are two areas where those with protected characteristics may potentially be disadvantaged as follows:

1 – The payment of interest and charges on DPA's may present a barrier to Muslim care users. This is because of the tenets of Sharia (Islamic) Law, which prohibit the payment of interest.

2 – Where a person lacks capacity to request a DPA, a Deputy or Attorney (a person with a relevant Enduring Power of Attorney or Lasting Power of Attorney) may request a DPA on their behalf.

If a family member requests a DPA and they do not have the legal power to act on behalf of the person, then the person and the family member are given information and advice on how to obtain this.

The Council must not enter into a DPA with a person lacking the requisite mental capacity unless the proper arrangements are in place.

Results of the consultation will be taken into account.

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 a national level, any changes in current guidance and legislation around Deferred Payment Schemes could impact on individuals covered by this policy.

Question 5 – Identifying Initial Results of Your Analysis

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

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

The proposal has not been changed to reflect the two areas identified at question 3, as it may create greater inequity to create separate provisions for these two groups to counteract the impact of the charges on them; i.e.

- 1) Not charging interest on the basis of faith
- 2) Not allowing choice on the basis of mental capacity.

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.

The DOH during its legislative passage of the Care Act 2014 added Section 36 to all DPA to be offered in a manner that would make them compliant with Sharia Law. There were mixed views in response to the consultation as to whether it was necessary to enact this or and as such it was decided not to enact if for 2015. The DOH intends to engage further with the Muslim community to understand whether there would be a demand for a Sharia-compliant scheme, and if so what would be required of it.

Feedback/ideas from the consultation will be considered.

Question 7 – Balancing the Proposal/Countervailing Factors

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

The proposal recommended is compliant with the regulations and Guidance supporting the provisions of the Care Act 2014 and is applied in a manner which does not aim to discriminate against those with protected characteristics.

This proposal has been arrived at following the requirement to identify budget savings. Given the current financial position of the authority, which will have an estimated funding gap by 2021/22 of £167.132m, there is a requirement to either reduce the cost of services, or increase income. This proposal generates additional income and is not expected to have a negative impact on front line service delivery.

The need for budget savings strengthens the requirement for the Lancashire Deferred Payment Scheme to run on a cost neutral basis.

Question 8 – Final Proposal

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

Approval is being sought to increase the Administration Charge for Deferred Payment Agreements.

DPA's are subject to an eligibility criteria, notably whether someone needs residential care and whether they have limited liquid assets. Beyond this, DPS does not actively discriminate on the basis of equalities characteristics such as age, gender, sexual orientation, or belief.

Currently we have 113 DPA's of which there are 98 Females and 15 Males of which 35 have dementia, 68 are physically frail, 2 have a mental illness and 8 have a physical disability.

Question 9 – Review and Monitoring Arrangements

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

The Financial Assessment, Review and Direct Payment Service will monitor any feedback received and use this for future evidence when increasing DPA administration charges.

It will review the cost of delivering the service based on the administration charge set to ensure where possible it is run as cost neutral service as dictated by Care Act 2014.

Equality Analysis Prepared By Karen Jones

Position/Role Financial Assessment, Review and Direct Payment Service Manager

Equality Analysis Endorsed by Line Manager and/or Service Head: Jackie Mould/Derek Jackson

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

Section 4

Equality Analysis Toolkit

Charging for Appointeeship Services

For Decision Making Items

September 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

Charging for Appointeeship services

What in summary is the proposal being considered?

To seek approval to the introduction of fees for the provision of Appointeeship Services. The local authority currently manages 143 active corporate appointeeships and is in the process of administering accounts for 12 deceased service users; there is currently no charge for this service and it is proposed to introduce a weekly charge of between £6.50 and £8. The charge ensures that service users benefitting from a discretionary service make a contributions towards the administrative cost being incurred directly on their behalf.

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.

No

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

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

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

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

Yes - all affected individuals will by definition be unable to manage their own financial affairs by reason of mental incapacity and therefore are likely to be included in the disability protected characteristics.

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

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

Question 1 – Background Evidence

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

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

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

All affected individuals will by definition be unable to manage their own financial affairs by reason of mental incapacity and therefore are likely to be included in the disability protected characteristics.

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)

It is proposed to embark on a consultation within a targeted group, those already in receipt of appointeeship services, their carers/support workers, advocacy and peer groups,

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.

The proposal to charge for the Appointeeship Service may have an effect on service users with low income and level of savings.

Providing an Appointeeship Service to vulnerable adults encourages service users to actively participate in public and social life and contributes to their wellbeing. Monies are managed in their best interest with regard to the Mental Capacity Act and also provides a safeguard for those who may have previously financially abused.

This will be added to after the EIA consultation is concluded.

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 a national level, any changes in benefit levels, ie change of DLA to PIP, introduction of Universal Credit, or eligibility for benefits criteria could also impact on individuals covered by this policy.

The Non Residential Charging Policy is also under review, and likely increases would impact on any services users also accessing the Appointee and Deputyship Service

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

This will be reviewed following the consultation.

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.

It is proposed to put an appeal process in place for those service users on low income and low level of savings. There will also be further consideration after the consultation.

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.

To ensure that the cost associated with providing an Appointee Service is partially offset.

The proposals in this Policy have been arrived at following the requirement to identify budget savings. Given the current financial position of the authority, which will have an estimated funding gap by 2021/22 of £167.132m, there is a requirement to either reduce the cost of services, or increase income. This policy proposal generates additional income and is not expected to have a negative impact on front line service delivery.

Question 8 – Final Proposal

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

Approval is sought to introduce a weekly fee of between £6.50 and £8 from 1 April 2018 for providing an Appointeeship Service to eligible service users. The weekly charge will be finalised subject to further work on costs, consideration of charges made by other local authorities for this service and consideration of the impact on the client base.

All affected individuals will be by definition be unable to manage their own financial affairs by reason of mental incapacity and therefore are likely to be included in the disability protected characteristics.

Question 9 – Review and Monitoring Arrangements

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

12 monthly review parallel to the annual increase of person's benefits.

Equality Analysis Prepared By Annette Roberts

Position/Role Appointee & Deputyship Manager

Equality Analysis Endorsed by Line Manager and/or Service Head

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

CMTY011 – HIGHWAY LINES AND SIGNS RENEWAL

Service Name:		Highways – Lines and Signs	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£1.000m	
Income 2017/18		£0.000m	
Net budget 2017/18		£1.000m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.500	0.000	0.000	-0.500
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 a reduction in the refreshing of road markings and replacement of traffic signs and only safety critical will be renewed or where enforcement is required.</p> <p>Safety critical works would include for example the renewal of solid centre line marks (no overtaking), junction give way and stop lines, solid edge of carriageway markings, formal pedestrian crossing points and school zig zag markings. Traffic signs would be maintained to meet statutory requirements and design standards. Warning signs would be maintained where there is evidence of a significant casualty record.</p>	
Impact upon service		<p>Minor reduction (no FTE reductions) in sign shop workload. Increase in third party claims and requests for and complaints about non-critical works.</p> <p>A lower standard of service (less reflective/faded signs and markings) could increase the risk of collisions. Less use of contractors. Reduced sign clutter.</p>	

Actions needed to deliver the target savings	<p>Clear guidance to highway staff to limit spend to safety critical or enforcement works only.</p> <p>Service reduction proposal to form part of budget consultation.</p>
---	--

What does this service deliver?

The county council has a statutory responsibility to maintain the highway network in a fit state to accommodate the 'ordinary traffic which passes or maybe expected to pass' along it; to ensure as far as is reasonably practicable that safe passage along a highway is not endangered by snow and ice, and prepare and carry out a programme of measures designed to promote road safety.

Section 4

Equality Analysis Toolkit

Lines and Signs Maintenance
For Decision Making Items

September 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

The reduction of the signs and lines maintenance budget

What in summary is the proposal being considered?

Agree to a reduction in the refreshing of road markings and replacement of traffic signs and only safety critical will be renewed or where enforcement is required.

Safety critical works would include for example the renewal of solid centre line marks (no overtaking), junction give way and stop lines, solid edge of carriageway markings, formal pedestrian crossing points and school zig zag markings. Traffic signs would be maintained to meet statutory requirements and design standards. Warning signs would be maintained where there is evidence of a significant casualty record

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

The reduction in the budget will have an effect countywide on lining and signing maintenance although this will have a low impact.

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.

This could possibly have a very low impact on Children and young people either as pedestrians or as inexperienced drivers. This could also have an effect on the elderly for example where lines may be faded and not seen due to impaired eye sight.

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

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

Question 1 – Background Evidence

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

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

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

Possibly have a very low impact on Children and young people either as pedestrians or as inexperienced drivers. This could also have an effect on the elderly for example where lines may be faded and not seen due to impaired eye sight.

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)

Briefing of this saving has been given to the cabinet member for highways. Due to this being a slight reduction in service delivery wider consultation is not felt to be proportionate. However any issues raised with regards to this reduction via complaints report it etc. would be investigated and appropriate action taken.

Question 3 – Analysing Impact

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

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and

specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

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

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

It is not anticipated that this proposal would have a significant adverse impact on any protected characteristics groups or on the elements identified above.

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.

N/A

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

There has been no change to the original proposal.

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.

As all safety critical lines and signs will still be refreshed or replaced there will be no adverse effects. Further mitigation is also being done due to the large surface dressing and surfacing capital programme that is carried out countywide. This means that large areas of carriageway receive a surface treatment and all road marking are renewed.

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.

Lancashire county council has to make significant savings going forward which this reduction of £0.5m will contribute to without compromising the safety of the network.

Question 8 – Final Proposal

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

A £0.5m reduction in the lines and signs maintenance budget. This will lead to the reduction in refreshing of road markings and replacement of traffic signs and only safety critical will be renewed or where enforcement is required.

Safety critical works would include for example the renewal of solid centre line marks (no overtaking), junction give way and stop lines, solid edge of carriageway markings, formal pedestrian crossing points and school zig zag markings. Traffic signs would be maintained to meet statutory requirements and design standards.

Warning signs would be maintained where there is evidence of a significant casualty record.

Possibly have a very low impact on Children and young people either as pedestrians or as inexperienced drivers. This could also have an effect on the elderly for example where lines may be faded and not seen due to impaired eye sight.

Question 9 – Review and Monitoring Arrangements

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

The use of feedback from complaints, report it, customer contact centre and highway officers in relation to road markings and signs will be used to monitor this reduction from 2018/19

Equality Analysis Prepared By Phil Durnell

Position/Role HOS Highways

Equality Analysis Endorsed by Line Manager and/or Service Head

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

ASC052 – OLDER PERSONS IN-HOUSE RESIDENTIAL SERVICES - SELF FUNDER FEES

Service Name:	Adults Older People - In-House Residential Care Homes for Older People		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	N/A		
Income 2017/18	£4.476m		
Net budget 2017/18	N/A		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.237	-0.238	-0.280	-0.755
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 that existing self-funders who live in LCC operated residential care homes for older people pay fees at the current self-funding rate and are subject to normal yearly increases reflecting inflationary based uplifts.</p> <p>Agree that all newly admitted self-funders rates pay at the new rate. It is expected to be fully implemented over a three year period as existing self-funders end their stay.</p> <p>Agree to the indicative new fees as follows (subject to yearly inflationary fee increase):</p>		

	<table border="1"> <thead> <tr> <th data-bbox="628 161 876 203"></th> <th data-bbox="876 161 1126 203">Older People</th> <th data-bbox="1126 161 1318 203">Dementia</th> </tr> </thead> <tbody> <tr> <td data-bbox="628 203 876 360">Current Rate for LCC funded residents in LCC homes</td> <td data-bbox="876 203 1126 360">£489.76</td> <td data-bbox="1126 203 1318 360">£525.38</td> </tr> <tr> <td data-bbox="628 360 876 483">Current Self-funder rate in LCC Homes</td> <td data-bbox="876 360 1126 483">£518.00</td> <td data-bbox="1126 360 1318 483">£549.85</td> </tr> <tr> <td data-bbox="628 483 876 640">Approx Proposed Self-funded rate in LCC Homes</td> <td data-bbox="876 483 1126 640">£640.00</td> <td data-bbox="1126 483 1318 640">£670.00</td> </tr> </tbody> </table>		Older People	Dementia	Current Rate for LCC funded residents in LCC homes	£489.76	£525.38	Current Self-funder rate in LCC Homes	£518.00	£549.85	Approx Proposed Self-funded rate in LCC Homes	£640.00	£670.00
	Older People	Dementia											
Current Rate for LCC funded residents in LCC homes	£489.76	£525.38											
Current Self-funder rate in LCC Homes	£518.00	£549.85											
Approx Proposed Self-funded rate in LCC Homes	£640.00	£670.00											
<p>Impact upon service</p>	<p>LCC meet the costs of approx. 45% of older people in residential and nursing care home. However about 45% of individuals (or their families) pay the full cost for their care homes places directly to the provider – these people are generally known as 'Self Funders'.</p> <p>Income is also generated via people assessed as able to pay part of the cost of their care and other funding bodies such as the NHS and other LA's; also pay for the services. The financial sustainability of services therefore depends on the overall balance between income from these sources and the costs of running the services.</p> <p>This is the same position for the County Council's own 17 residential services for older people with about 30% of its residents 'self-funding'.</p> <p>Within LCC Older peoples services increases for self-funding service users are usually agreed in January of each year. In 2016/17, an inflationary uplift based on the uplift to LCC local authority rate of 4.17% was applied to full cost paying service users within our own residential homes.</p> <p>So if this proposal is adopted older people who are admitted from April 2018 and self-fund their places in LCC operated care homes will face increased fee levels which will better reflect the 'market rate'.</p>												
<p>Actions needed to deliver the target savings</p>	<ul style="list-style-type: none"> • Implement new rates April 2018 change letters and information posters for homes etc. • At January each year decide on percentage rise for old rate and new rate for self funders. • Implement as business as normal each subsequent year 												

What does this service deliver?

LCC provides 17 residential homes (with a further home due to open in September 2017) for older people throughout Lancashire, with at least one home in each of the twelve district council areas.

16 homes have specialised dementia units and presently eight homes have dedicated Community bed units providing rehabilitation and recuperation and supporting hospitals to discharge patients in a timely fashion.

Section 4

Equality Analysis Toolkit

Older People Increase New Self-funder Fees
For Decision Making Items

September 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

Budget proposal – to raise additional income by raising fees for Self-funders who are admitted into LCC operated care homes for older people

What in summary is the proposal being considered?

Local Authority fees represent just one element of the residential and nursing care home funding source. Income is also generated via people assessed as able to pay the full cost of their care and from other funding bodies such as the NHS and other LA's; sustainability of services therefore depends on the overall budget position achieved from this mix of funding sources.

At present Older People Residential services provide about 30% of their placements (circa 230 beds) to self-funders ie people who meet the full cost of the fees themselves.

Independent sector providers typically charge a higher fee for their self-funded placements compared to those the Council commission on behalf of individuals. The Council already charges self-funders in its own homes an increased fee over that which it pays for its own commissioned placements, current fees are as follows:

	Older People	Dementia
LCC Rate	£489.75	£525.38
Self-funder rate	£518.00	£549.85

It is proposed that self-funded residents are charged an additional £100 per week (plus standard inflationary increases) to the existing self-funded rate which will bring the rate to a similar position of other providers.

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.

This decision will affect potential older people who need residential care and wish to consider the county council's own care homes for their placements either for reasons of quality, ownership or location

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

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality

- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

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

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

Yes.

Residents in residential homes are generally Older People (over 65) and will typically have additional disabilities including Dementia.

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

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

Question 1 – Background Evidence

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

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

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

The people affected by this decision are future service users of the Older Peoples service's residential homes who have assets above the threshold for local authority support.

Presently approximately 30% of our residential clients are 'self-funding'. (Approximately 225 service users).

Residents in residential homes are almost always Older People (over 65) and many have other disabilities including Dementia.

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)

No direct consultation has taken place here in Lancashire in respect of this proposal.

However national research and local market intelligence suggests that the higher rates paid by self-funders for residential care compared to those funded by Councils is a well-known pricing pattern and is often a source of concern to individuals and families. For a given level of quality and quality resource, individuals would prefer

to pay a rate which is reasonable and affordable, and self-funders understandably see the local authority rates that are paid as a starting point for their own understanding.

Further consultation will be considered if appropriate.

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.

Older people who are assessed to pay for their social care have savings or property in excess of £23,250.

The amount of money service users have in excess may be utilised quicker, however this would be no different than if they resided in a home from the independent sector.

Self-funders may run out of funds at a quicker pace and would need LA funding sooner. This again, would be no different than in the independent sector.

Analysis has been made on the market and feedback suggests that for Older People residential care the proposed rate will be at the current average market rate. For Dementia residential care the proposed rate will be approximately 10% under the market average.

It is believed that this proposal does not discriminate unlawfully against individuals with protected characteristics.

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.

As referenced earlier the financial challenges families and individuals facing in paying for social care are significant.

Government is aware of these challenges and concerns and may address them at a future point via legislation. Meanwhile Councils have to work within the existing legal, policy and financial framework surrounding adult social care. This proposal fits within these frameworks

Question 5 – Identifying Initial Results of Your Analysis

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

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

The proposal remains as it stands.

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.

To mitigate the impact of this proposal existing self- funding service users in Lancashire operated care homes will not be affected by this increase in fee.

New self-funders from April 2018 can continue to choose their own placements and are under no obligation to consider an LCC care home if they can find a satisfactory independent placement at lower cost

Question 7 – Balancing the Proposal/Countervailing Factors

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

The proposal is necessary to help enable the County council to achieve savings targets and contribute towards balancing its own budget.

By reducing our costs/increasing income we are better placed to safeguard front line delivery to residents in Lancashire.

The increase in self-funding fee will align our services with the market average.

The amount of money service users have in excess of the social care funding threshold may be utilised quicker, however this would be no different had they moved into a home in the independent sector.

Self- funders may run out of funds at a quicker pace and would need LA funding sooner.

Question 8 – Final Proposal

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

It is proposed that self-funded residents are charged an additional £100 per week (plus standard inflationary increases) to the existing self- funded rate which will bring the rate to a similar position of other providers.

Question 9 – Review and Monitoring Arrangements

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

We will monitor the proportion of self-funders admitted to LCC run care homes to see if this change reduces the numbers seeking and accepting placements

Position/Role Business Development and Operations Manager
Equality Analysis Endorsed by Line Manager and/or Service Head
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

PH011 – SEXUAL HEALTH

Service Name:	Sexual Health Services		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2018/19	£8.339m		
Income 2018/19	£0.000m		
Net budget 2018/19	£8.339m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.500	0.000	0.000	-0.500
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 reduce the sexual health by £0.500m from the sexual health budget. The service was recommissioned recently on a tariff basis, and underspent in 2016/17.		
Impact upon service	No major impact on access or quality of the service is anticipated. The service will continue to monitor the activity levels and manage the financial risks accordingly.		
Actions needed to deliver the target savings	No actions are required to implement this proposal.		

What does this service deliver?

The scope of sexual health services commissioned by LCC include:

- Contraception and advice on preventing unintended pregnancy
- Sexually transmitted infection (STI) testing and treatment including chlamydia screening and HIV testing

- Sexual health aspects of psychosexual counselling
- Young people's sexual health services including outreach, HIV prevention and sexual health promotion

Section 4

Equality Analysis Toolkit

**Integrated Sexual Health Services
For Decision Making Items**

September 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

Integrated Sexual Health Services in Lancashire. It is proposed to reduce the budget by £500,000 from £8,339,000 to £7,839,000. This reduction will bring the budget in line with the outturn budget for 2016/17.

What in summary is the proposal being considered?

The aim of the Integrated Sexual Health Service is to:

To meet the mandate to deliver a comprehensive open access sexual health service

Implement an integrated sexual health service model aims to improve sexual health by providing easy access to services through open access 'one stop shops', where the majority of sexual health and contraceptive needs can be met at one site, usually by one health professional, in services with extended opening hours and accessible locations.

The service will support delivery against the three main sexual health Public Health Outcome Framework measures:

- Under 18 conceptions
- Chlamydia diagnoses (15-24 year olds)
- People presenting with HIV at a late stage of infection

The Integrated Sexual Health service will be commissioned to provide open access, cost-effective, high quality provision for contraception and prevention, diagnosis and management of sexually transmitted infections, according to evidence-based protocols and adapted to the needs of local population. The service will be characterised by being provided on an open access basis and available to anyone requiring care, irrespective of their age, place of residence or GP registration, without referral to provide services to women and men of any age.

It will deliver the following outcomes to improve the sexual health in the local population as a whole:

- Clear accessible and up to date information about services providing contraception and sexual health for the whole population including information targeted at those at highest risk of sexual ill health
- Improved access to services among those at highest risk of sexual ill health
- Reduced sexual health inequalities amongst young people and young adults
- Reduced sexual health inequalities amongst BME groups
- Increased uptake of effective methods of contraception, including rapid access to the full range of contraceptive methods including LARC (Long Acting Reversible Contraceptive) for all age groups
- A reduction in unwanted pregnancies in all ages as evidenced by teenage

conception and abortion rates

- Increased diagnosis and effective management of sexually transmitted infections
- Increased uptake of HIV testing with particular emphasis on first time service users and repeat testing of those that remain at risk
- Increased development of evidence-based practice

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.

Nationally and according to the mandate all sexual health services are open access that means the services in Lancashire are for the benefit of all Lancashire residents, but also all those that access the services in Lancashire that do not reside in Lancashire.

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.

In common with the national picture sexual health services are primarily accessed by women. Additionally, the population primarily accessing services define themselves as white British, even where the diversity in the population includes a large percentage of those defined as South Asian.

In addition to high quality sexual and reproductive health services that will be commissioned women of all ages, services will be required to target services to reduce teenage pregnancy as part of the Public Health Outcomes Framework. Teenage pregnancy is a significant public health issue in England and is associated with poor antenatal health, lower birth weight babies and higher infant mortality rates.

All sexual health services are available to all irrespective of their religion or belief system. The Integrated Sexual Health service based on allowing people to make informed decisions about their own sexual health, and these decisions may or may not be influenced by their religion or beliefs. The religion or beliefs of an individual or their community can have an impact on the service user's choice of contraception method, as well as on their ability to access contraceptive services. The factsheet Religion, contraception and abortion, developed by Family Planning Association aims to reflect the predominant attitudes to contraception of the main religious groups in the UK.

<http://www.fpa.org.uk/sites/default/files/religion-contraception-and-abortion-factsheet.pdf>

Given the sensitive nature of the information, it is considered inappropriate to collect data – either from diagnoses in a GUM clinic or under the NCSP – on an individual's religion or belief. There is, therefore, limited data available to analyse (Department of Health, 2010)

All sexual health services are available to all irrespective of their sex. All the currently available methods of contraception (with the exception of natural family planning, the male condom and male sterilisation) are primarily used by women. However, patient choice is paramount, and both men and women who request contraceptives should be given information about all methods, including long-acting reversible contraceptives (LARCs).

All sexual health services are available to all irrespective of their sexual orientation; however certain groups will require specific targeted interventions. Compared with the general population, MSM have worse sexual health including HIV and sexually transmitted infections (STIs). There is a strong body of evidence indicating that the estimated 850,000 MSM in the UK are at a greater risk of suffering from poorer sexual health outcomes in comparison to other groups. In particular:

- HIV in MSM: MSM are the most at-risk group for acquiring HIV in the UK, accounting for 51% of all new cases in 2012.

There is a 6-fold difference in teenage conception and birth rates between the poorest areas in England and the most affluent. There is a clear link between

sexual ill-health, deprivation and social exclusion; unintended pregnancies can have a long-term impact on people's lives (NICE guidelines PH51, 2014). <https://www.nice.org.uk/guidance/ph51/chapter/2-public-health-need-and-practice>

Under 18 conceptions can lead to socioeconomic deprivation, mental health difficulties and lower levels of educational attainment. In addition, resulting children are at greater risk of low educational attainment, emotional and behavioural problems, maltreatment or harm, and illness, accidents and injuries (Department for Children, Schools and Families 2008).

All sexual health services are available to all irrespective of their race; however certain racial groups will require specific targeted interventions. Black Africans living in England are disproportionately affected by HIV. A third of new HIV diagnoses in the UK are among this group, which makes up only approximately 1% of the UK population. (Health Protection Agency, 2010). It is estimated that a total 4% of black Africans living in England have been diagnosed with HIV, compared with 0.1% of the white population (Health Protection Agency: personal communication 2010).

The NICE guidance on long-acting reversible contraception (2005) states that:

- Women with learning and/or physical disabilities should be supported in making their own decisions about contraception
- When a woman with a learning disability is unable to understand and take responsibility for decisions about contraception, carers and other involved parties should meet to address issues around the woman's contraceptive need and to establish a care plan
- Healthcare professionals should have access to advocates for women with sensory impairments or learning disabilities.

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

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

Question 1 – Background Evidence

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

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

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

In common with the national picture sexual health services are primarily accessed by women. Additionally, the population primarily accessing services define themselves as white British, even where the diversity in the population includes a large percentage of those defined as South Asian.

In addition to high quality sexual and reproductive health services that will be commissioned women of all ages, services will be required to target services to reduce teenage pregnancy as part of the Public Health Outcomes Framework. Teenage pregnancy is a significant public health issue in England and is associated with poor antenatal health, lower birth weight babies and higher infant mortality rates.

All sexual health services are available to all irrespective of their religion or belief system. The Integrated Sexual Health service based on allowing people to make informed decisions about their own sexual health, and these decisions may or may not be influenced by their religion or beliefs. The religion or beliefs of an individual or their community can have an impact on the service user's choice of contraception method, as well as on their ability to access contraceptive services. The factsheet Religion, contraception and abortion, developed by Family Planning Association aims to reflect the predominant attitudes to contraception of the main religious groups in the UK.

<http://www.fpa.org.uk/sites/default/files/religion-contraception-and-abortion-factsheet.pdf>

Given the sensitive nature of the information, it is considered inappropriate to collect data – either from diagnoses in a GUM clinic or under the NCSP – on an individual's religion or belief. There is, therefore, limited data available to analyse (Department of Health, 2010)

All sexual health services are available to all irrespective of their sex. All the currently available methods of contraception (with the exception of natural family planning, the male condom and male sterilisation) are primarily used by women. However, patient choice is paramount, and both men and women who request contraceptives should be given information about all methods, including long-acting reversible contraceptives (LARCs).

All sexual health services are available to all irrespective of their sexual orientation; however certain groups will require specific targeted interventions. Compared with the general population, MSM have worse sexual health including HIV and sexually transmitted infections (STIs). There is a strong body of evidence indicating that the estimated 850,000 MSM in the UK are at a greater risk of suffering from poorer sexual health outcomes in comparison to other groups. In particular:

- HIV in MSM: MSM are the most at-risk group for acquiring HIV in the UK, accounting for 51% of all new cases in 2012.

There is a 6-fold difference in teenage conception and birth rates between the poorest areas in England and the most affluent. There is a clear link between sexual ill-health, deprivation and social exclusion; unintended pregnancies can have a long-term impact on people's lives (NICE guidelines PH51, 2014). <https://www.nice.org.uk/guidance/ph51/chapter/2-public-health-need-and-practice>

Under 18 conceptions can lead to socioeconomic deprivation, mental health difficulties and lower levels of educational attainment. In addition, resulting children are at greater risk of low educational attainment, emotional and behavioural problems, maltreatment or harm, and illness, accidents and injuries (Department for Children, Schools and Families 2008).

All sexual health services are available to all irrespective of their race; however certain racial groups will require specific targeted interventions. Black Africans living in England are disproportionately affected by HIV. A third of new HIV diagnoses in the UK are among this group, which makes up only approximately 1% of the UK population. (Health Protection Agency, 2010). It is estimated that a total 4% of black Africans living in England have been diagnosed with HIV,

compared with 0.1% of the white population (Health Protection Agency: personal communication 2010).

The NICE guidance on long-acting reversible contraception (2005) states that:

- Women with learning and/or physical disabilities should be supported in making their own decisions about contraception
- When a woman with a learning disability is unable to understand and take responsibility for decisions about contraception, carers and other involved parties should meet to address issues around the woman's contraceptive need and to establish a care plan
- Healthcare professionals should have access to advocates for women with sensory impairments or learning disabilities.

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)

In the development of the new service model, we have engaged with more than 120 young people across Lancashire, from different backgrounds, differing orientation and different religions and beliefs

We have also engaged with a number of adult groups that are evidenced to have poor sexual health, such as men who have sex with men and disability groups.

In drawing up the initial proposal we have also used:

Young Peoples Report

Adult Engagement report

Health Needs Assessment

The specification has been reviewed by the following;

3 separate independent HIV/GUM Consultants

LCC Safeguarding teams- Adult and Young People

Medicines Management

The contract has been reviewed and additional clauses included specifically around governance, patient records and reporting incidents.

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.

An integrated sexual health service model aims to improve sexual health by providing easy access to services through open access 'one stop shops', where the majority of sexual health and contraceptive needs can be met at one site, usually by one health professional, in services with extended opening hours and accessible locations.

The provision of integrated sexual health services is supported by current accredited training programmes and guidance from relevant professional bodies including Faculty of Sexual and Reproductive Healthcare (FSRH), British Association for Sexual Health and HIV (BASHH), British HIV Association (BHIVA), Medical Foundation for HIV & Sexual Health (MEDFASH), Royal College of Obstetricians and Gynaecologists (RCOG) and National Institute for Health and Care Excellence (NICE) and relevant national policy and guidance issued by the Department of Health and Public Health England.

Providers will be required to demonstrate their ability to ensure equitable access to

services and a commitment to reducing the inequalities faced by residents and vulnerable groups.

The needs assessment has demonstrated the inequalities faced by certain groups which have in turn informed the specification for the commissioning of the services to provide universal services as well as specific services to mitigate and address inequalities faced by residents.

The service will provide some target outreach activities to ensure the population accessing the services are reflective of the population it serves

We will undertake annual equity audits to check that services reach those

Lancashire is a large geography and the providers will ensure there are satellite services across Lancashire.

The inclusion of Public Health principles into the contract to include social value, asset building and the 5 ways to wellbeing.

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.

The responsibility for commissioning HIV treatment and care is held by NHS England and they have advised LCC that they are not able to procure in collaboration. There is a potential impact that services for those living with HIV will be affected.

We are working in partnership encouraging co-location of services, to encourage a more holistic approach to health.

The contract contains links to LCC safeguarding policies and also will include provider corporate policies.

Tender evaluation/scoring matrix will take into account how a provider aims to meet requirements around equality

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

September 2017: Proposal to reduce the sexual health budget by £500,000

Proposal to cabinet to reduce the sexual health budget for 2017/2018 by £500,000 from £8,339,000 to £7,839,000. This reduction will bring the 2017/18 budget in line with the outturn budget for 2016/17.

The new commission and the introduction of the tariff system has resulted in savings to the budget particularly for the under 25's service. The initial budget was £3,000,000 for the under 25's service, however the spend in 16/17 was £1,400,000 based on activity. This reduction in spend was partly due to two factors, firstly the need to train the staff team in order that they could deliver the new integrated offer resulted in less than anticipated activity and kept the price down. Secondly only two of the required 'hubs' were in place during the year.

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.

In mitigation we have encompassed the need to secure/ maintain care for those living with HIV into the procurement processes.

Potential providers will be requested to demonstrate how they will collect and report data on groups with protected characteristics in the invitation to Tender stage of the procurement process

Potential providers will be requested to demonstrate how they will target groups with protected characteristics and address the identified needs highlighted by the needs assessment and current research & analysis in the invitation to Tender stage of the procurement process

A separate specification for services targeting young people will be included in the tender process

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to

ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

This proposal has arisen as a result of the difficult financial position affecting the County Council which requires savings to be considered.

This revised September 2017: Proposal to reduce the sexual health budget by £500,000

Proposal to cabinet to reduce the sexual health budget for 2017/2018 by £500,000 from £8,339,000 to £7,839,000. This reduction will bring the 2017/18 budget in line with the outturn budget for 2016/17.

The new commission and the introduction of the tariff system has resulted in savings to the budget particularly for the under 25's service. The initial budget was £3,000,000 for the under 25's service, however the spend in 16/17 was £1,400,000 based on activity. This reduction in spend was partly due to two factors, firstly the need to train the staff team in order that they could deliver the new integrated offer resulted in less than anticipated activity and kept the price down. Secondly only two of the required 'hubs' were in place during the year.

Financial Risks - Staff training is now complete in the under 25's service. The service is now able to fully provide the new integrated offer; additionally the third Hub came online towards the end of the first quarter of the 2017/18 financial year. Both these factors may increase activity and result in cost pressures to the budget. Some of these risks may be mediated by a shortage of suitably qualified staff across the specialty. This shortage poses a challenge to recruitment and may act to help keep cost pressures down.

It is hoped that the mitigation identified will offset any potential adverse impacts on protected characteristics groups.

Question 8 – Final Proposal

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

Integrated Sexual Health Services in Lancashire. It is proposed to reduce the budget by £500,000 from £8,339,000 to £7,839,000. This reduction will bring the budget in line with the outturn budget for 2016/17.

Question 9 – Review and Monitoring Arrangements

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

The service providers are required to monitor age, ethnicity, disability and gender and for some elements religion or belief. We are not currently monitoring on the following: sexual orientation, marriage/civil partnership, gender reassignment/gender identity. The aim during the redesign and procurement of these services has been include the requirement to report on protected characteristics as part of the monitoring and also to undertake equality audits annually.

Given the sensitive nature of the information, it is considered inappropriate to collect data – either from diagnoses in a GUM clinic or under the NCSP – on an individual’s religion or belief. There is, therefore, limited data available to analyse (Department of Health, 2010)

The contract will be subject to formal review on a quarterly basis and an annual appraisal to ensure compliance to the agreement and also to introduce new commissioning intentions. The quarterly review meetings will have a standing agenda item around incidents, complaints and compliments.

The service provider will as part of the contractual obligations will;

- provide information on complaints and compliments
- comply with the incidents reporting policy
- Comply with the safeguarding policy
- Provide opportunities to receive and share user satisfaction and feedback
- Provide action plans in response to any complaints
- Ensure all policies and functions are Equality Impact Assessed .

Equality Analysis Prepared By Lee Harrington

Position/Role: Senior Public Health Practitioner – Behaviour Change

Equality Analysis Endorsed by Line Manager and/or Service Head Chris Lee,
Public Health Specialist – Behaviour Change

Decision Signed Off By

Cabinet Member or Director

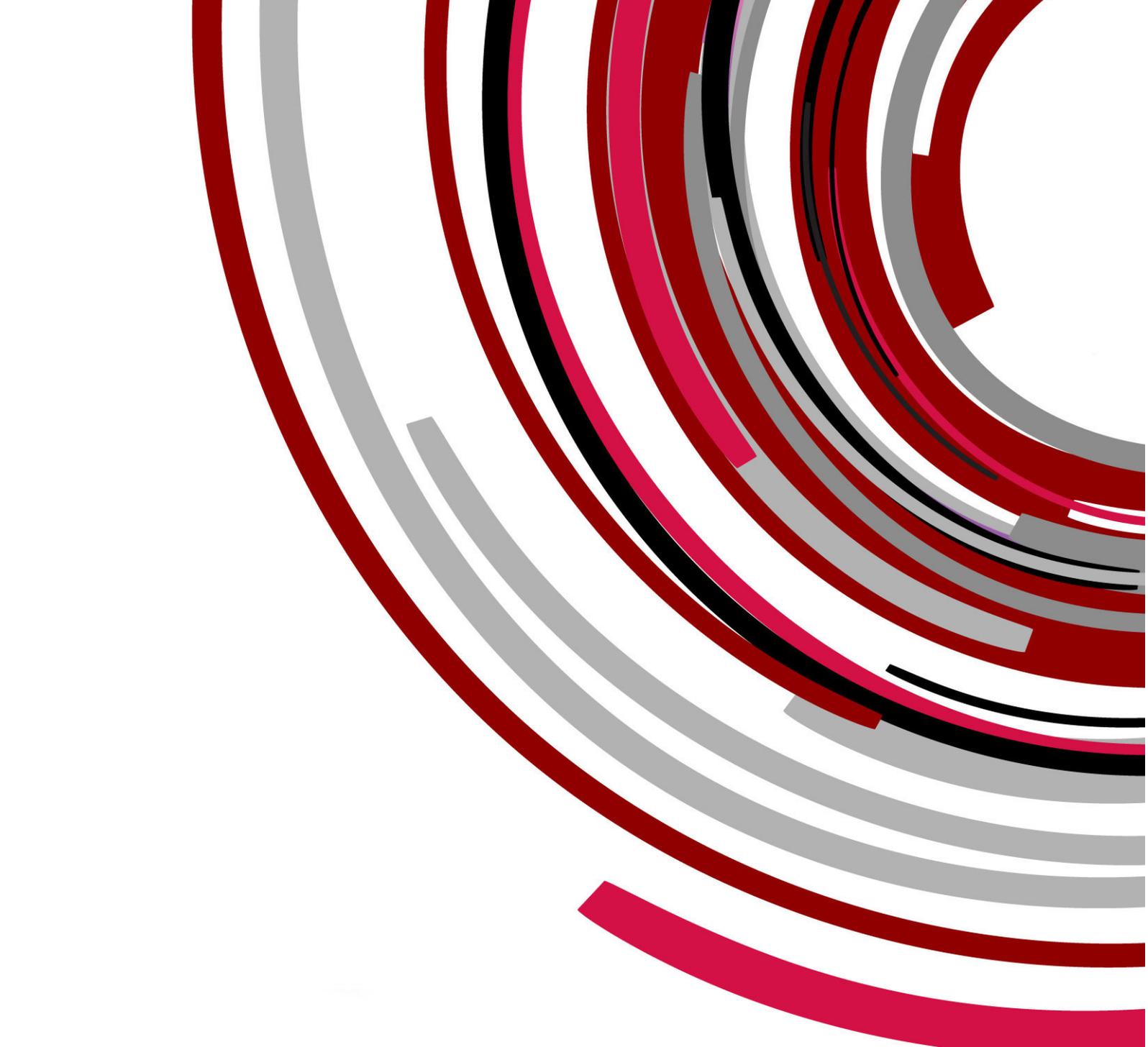
Please remember to ensure the Equality Decision Making Analysis is submitted with the decision-making report and a copy is retained with other papers relating to the decision.

For further information please contact

Jeanette Binns – Equality & Cohesion Manager

Jeanette.binns@lancashire.gov.uk

Thank you



**Money Matters -
Additional Savings 2018/19 – 2020/21
Cabinet – November 2017**

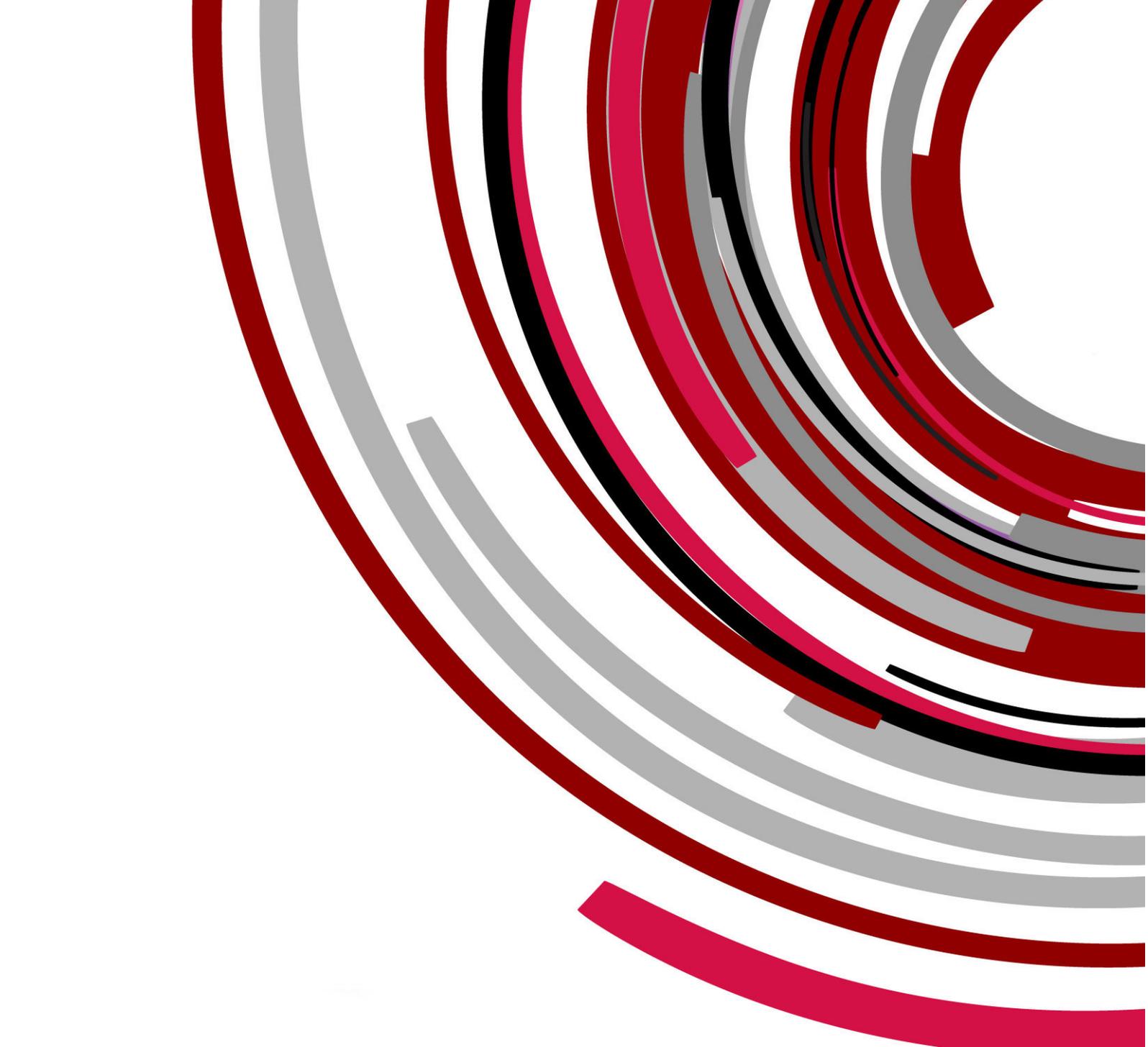
www.lancashire.gov.uk

	Contents	Page
1	CORP001 – VACANCY FACTOR	142

CORP001 – VACANCY FACTOR

Service Name:	LCC Wide – Staffing Budgets		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£319.042m		
Income 2017/18	N/A		
Net budget 2017/18	£319.042m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-6.381	0.000	0.000	-6.381
FTE implications:			
2018/19	2019/20	2020/21	Total
<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.000</i>
Decisions needed to deliver the budgeted savings	Agree to apply a 2% vacancy factor to the staffing budget of the County Council.		
Impact upon service	<p>This decision may impact on some service capacity, however the current position in 2017/18 is a forecast underspend on staff budgets of c£5m with services continuing to deliver services.</p> <p>A review of those services for which a vacancy factor may not be appropriate will need to be undertaken.</p>		
Actions needed to deliver the target savings	Process to be developed to review how recruitment requests are put forward and authorised if a vacancy occurs within a service.		

	Regularly monitor the vacancy position across the County Council and regularly review the budget monitoring position of staffing budgets.
--	---



**Money Matters -
Additional Savings 2018/19 – 2020/21
(including Equality Impact Assessments)
December 2017**

www.lancashire.gov.uk

	Contents	Page
1	Member Grants	146
2	Facilities Management	159
3	Drainage Maintenance	161
4	Traffic Signal Maintenance	162
5	Design and Construction – Highway Design Element	164
6	Design and Construction – Property Element	167
7	Land not in Operational Use (LNIOU)	169

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.

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>			

<p>Actions needed to deliver the target savings</p>	<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>
<p>What are the risks associated with this saving and how will they be mitigated</p>	<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</p>	

	relatively high in terms of what is allowable as capital 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	Total
£m	£m	£m	£m
- 0.683	0.000	0.000	-0.683
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 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>		

	Increase in the value of the non-schools capital programme and associated borrowing costs.
What are the risks associated with this saving and how will they be mitigated	<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>

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>		

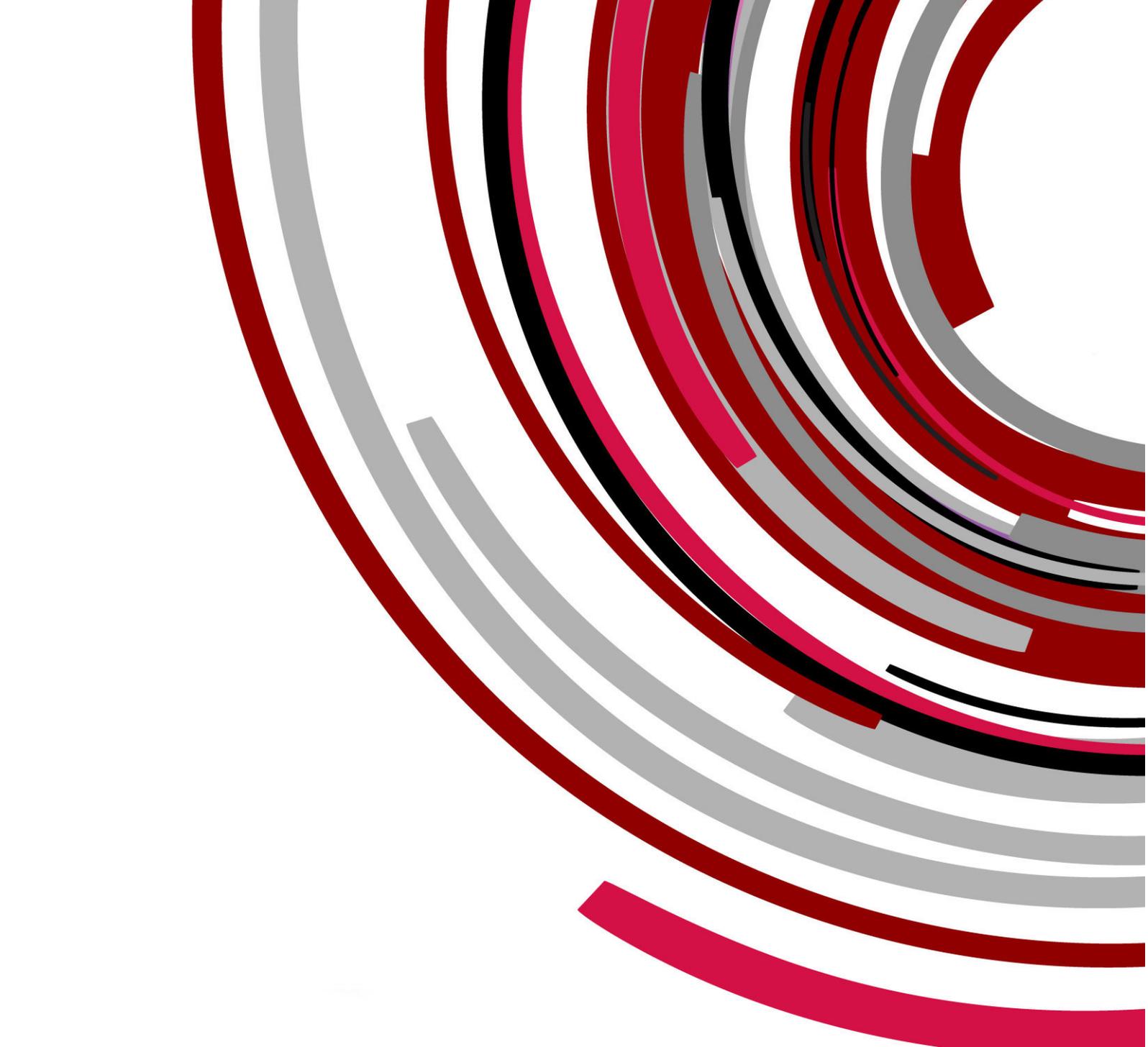
<p>Actions needed to deliver the target savings</p>	<p>The principle to be approved and then the prioritisation of items and actions to be delivered through the reduced budget.</p> <p>Review of all LNIOU, current and anticipated, to identify priorities.</p> <p>There also needs to be an understanding 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>

	Mitigation of some risks through early decisions on disposals, effective and appropriate marketing strategies and delivery of capital schemes.
--	--

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.



**Money Matters -
Additional Savings 2018/19 – 2020/21
Cabinet January 2018**

www.lancashire.gov.uk

	Contents	Page
1	CYP023 – SGO PAYMENTS	174
2	CYP025 – SECTION 17 PAYMENTS	188
3	COM002c – ASSET MANAGEMENT	202
4	COM002d – ASSET MANAGEMENT	204
5	LD001 – CENTRAL GATEWAY FUND (VCFS)	207
6	LD011 – LOCAL INITIATIVE FUND	218
7	FR006 – EARLY PAYMENTS INITIATIVE	230
8	CMTY007 – RESIDUAL WASTE	232
9	CMTY022 – LMCR RESOURCE BUDGET	234
10	CMTY030 – BUS STOP INFORMATION AND PUBLICITY MATERIAL	236
11	PH007 – SUBSTANCE MISUSE	238
12	ASC028 – LEARNING, DISABILITY & AUTISM RESIDENTIAL REVIEWS	240
13	CAS003 – CUSTOMER ACCESS SERVICE	255
14	CAS006 – CUSTOMER ACCESS SERVICE	267
15	CAS007 – CUSTOMER ACCESS SERVICE	282

CYP023 – SPECIAL GUARDIANSHIP ORDER PAYMENTS

Service Name:	Special Guardianship Order (SGO) Payments		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£5.934m		
Income 2017/18	£0.000m		
Net budget 2017/18	£5.934m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.120	-0.397	-0.673	-1.190
FTE implications:			
2018/19	2019/20	2020/21	Total
<i>1.00</i>	<i>0.00</i>	<i>0.00</i>	<i>1.00</i>
Decisions needed to deliver the budgeted savings	<p>Agree to review the Special Guardianship Order (SGO) policy to consider deducting child tax credit (the additional entitlement that is a result of the securing an order on the said child) from the baseline means-test allowance that is awarded to a guardian.</p> <p>This will apply to new applicants and existing guardians where applicant is eligible for child tax credit.</p> <p>To apply the revised policy to new applications with effect from 1st April 2018, and to implement a rolling re-assessment programme for existing Guardians from that date.</p> <p>This policy has been adopted by a number of other North West authorities.</p>		
Impact upon service	<p>Allowances are currently paid for c.900 children and young people. Approximately 250 financial assessments are undertaken, and c.132 new Special Guardianship Orders with allowances are granted per annum.</p> <p>Children's Social Care (CSC) workers collate information to complete the means-test financial assessment, and forms are overseen by Exchequer Services prior to a Special Guardianship Order application, support plan and financial offer being presented in Court.</p>		

	<p>This proposal will require CSC to have evidence of the additional child tax credit entitlement either:</p> <ul style="list-style-type: none"> - Prior to the Court hearing, to present the correct allowance, or - After the Order is granted, once the revised benefit entitlement has been awarded, to facilitate a reassessment to the correct allowance rate. <p>The service must adhere to strict court timescales and therefore gathering additional information will impact on resources. It is proposed that a Financial Assessment post be established (adopted by a number of authorities including Manchester and Wigan) at Grade 6, consistent with similar roles currently in Exchequer Services.</p> <p>Prospective guardians may need additional support to understand their entitlement, particularly for those not currently in receipt of benefits but who may be entitled if an Order is granted. The benefits rules are complex, particularly in light of the roll-out of Universal Credit. This expertise will need to be drawn on from outside of Children's Social Care and therefore an assessment is required as to whether the support could be absorbed within existing resource.</p> <p>Upon granting of an Order a child or young person ceases to be looked after. The Authority is no longer the corporate parent and Children's Social Care statutory intervention differs. Therefore there is an impact on both social worker resource and on placement costs of a child or young person being looked after rather than being subject to Special Guardianship Order. There could be resultant pressure on social care services if guardians perceive the change in policy will have a negative financial impact.</p>
<p>Actions needed to deliver the target savings</p>	<p>Seek legal advice in relation to applying the revised financial assessment for existing Guardians.</p> <p>Cabinet Member approval to apply adjusted financial assessment.</p> <p>Notify (in writing) all existing Guardians of the intention to undertake a financial reassessment. This will in essence be a reminder to Guardians as they should have received this information when the Order was awarded.</p> <p>Assess/identify the resource required (existing or additional) to (1) provide benefit entitlement advice to prospective guardians, (2) evidence additional entitlement to inform the</p>

	financial assessment and (3) undertake a programme of reassessment in relation to existing allowances
What are the risks associated with this saving and how will they be mitigated	<p>Existing guardians may request that an Order is revoked, and prospective guardians may be deterred from progressing an application, if the financial assessment is perceived to result in a reduction of income, they may have otherwise received if the tax credit was not removed.</p> <p>Welfare reforms 2017 – Rollout of Universal Credit. The authority will need to understand how the changes will impact on this proposal</p> <p>Mitigations:</p> <ul style="list-style-type: none"> - specialist advice in place to help carers access benefits they are entitled to (internal or via signposting to external support services) - Reassessment to be reviewed on a case by case basis, with discretion applied where appropriate.

What does this service deliver?

The legal framework for special guardianship:

The Adoption and Children Act 2002 provides the legal framework for special guardianship under the Children Act 1989.

A Special Guardianship Order is an order appointing a person or persons to be a child's special guardian. Applications may be made by an individual or jointly by two or more people to become special guardians.

The special guardian will have parental responsibility for the child. Subject to any later order, the special guardian may exercise parental responsibility to the exclusion of all others with parental responsibility, apart from another special guardian.

Where children were previously looked after prior to the making of a Special Guardianship Order, Children's Social Care have a duty to assess and support and this includes financial support. Carers can also request the Local Authority assess them as a Special Guardian if they are caring for a child who is not theirs. These cases are less common.

Local Authorities have a duty to assess and support and must consider comparison to foster care payments.

Section 4

Equality Analysis Toolkit

CYP023: SGO Payments
For Decision Making Items

January 2018

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

Reduce financial support from the County Council attached to Special Guardianship Orders who meet the threshold for social care assessment and support.

What in summary is the proposal being considered?

The proposal is to review the Special Guardianship Order (SGO) policy and consider deducting child tax credit (the additional entitlement that is a result of the securing an order on the said child) from the baseline means-test allowance that is awarded to a guardian. This is proposed to apply to New Applicants and existing Guardians where applicant is eligible for child tax credit.

This is in accordance with DFE guidelines and regulation 13 (Statutory guidance for local authorities on the Special Guardianship Regulations 2005 (as amended by the Special Guardianship (Amendment) Regulations 2016)).

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

The decision will effect individuals equally across the county.

Those that would be effected are the cohort of:

- Current SGO carers whose financial allowance might reduce as a result of financial reassessment.
- Perspective SGO carers who are likely to receive less financial support from LCC in the future.

The expectation is that this additional support is claimed from other sources such as DWP.

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

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

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

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

Yes. Age – those under 18 years old or 21 who are disabled.

The proposal may impact young people who have been removed from the immediate family and placed with extended family under special guardianship. This is a vulnerable group who may have previously been subject to significant harm.

Current Special Guardians may relinquish the Order if payments to them were reduced, hence the child would become Looked After. This could result in a negative impact upon the child and carer.

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

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

Question 1 – Background Evidence

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

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

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

The proposal has the potential to impact on all service users open to LCC and receiving and SGO payment.

Allowances are currently paid for around 900 children and young people. Approximately 250 financial assessments are undertaken, and around 132 new SGO's with allowances are granted per annum.

There are likely to be individuals with protected characteristics within the current cohort. There will also be individuals with protected categories who we are not aware of who will come through the process of assessment in the future.

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)

Consultation has taken place through the DFE when Special Guardianship was reviewed 2016. The request to implement is in line with the statutory guidance 2005 which was revised 2016.

[Statutory guidance for local authorities on the Special Guardianship Regulations 2005 (as amended by the Special Guardianship (Amendment) Regulations 2016) Regulation 13]

There has been no consultation with existing SGO carers.

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.

Current Special Guardians may relinquish the Order if payments to them were reduced, hence the child would become Looked After. This could result in a negative impact upon the child and carer.

If the status of the young person changes there is an impact on both social worker resource and on placement costs of a CYP being looked after rather than being subject to SGO. There could be resultant pressure on social care services if guardians perceive the change in policy will have a negative financial impact.

Carers might be less able to provide provision over and above a basic need which could include participation in public life.

The proposal could affect relationships with current service users in this cohort. This impact could be mitigated by:

- Only applying to new applicants.
- Provide ample notice to the change.

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.

Welfare Reforms and changes to universal credit could result in an exacerbated impact.

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. The proposal is unchanged. This proposal is in line with statutory guidance.

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.

Mitigations:

- Specialist advice in place to help carers access benefits they are entitled to (internal or via signposting to external support services)
- Reassessment to be reviewed on a case by case basis, with discretion applied where appropriate.
- Give advanced notice to cohort effected
- Take and action any legal advice
- Exercise discretion which is referred to within the regulations allowing LA to step outside of the agreed arrangement

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.

There is a need to reduce expenditure and there would be a saving by implementing any of the Option as detailed in the budget option.

The proposal would apply to new applicants and existing Guardians where applicant is eligible for child tax credit.

SGO Statutory guidance states that it is important to ensure that special guardians are helped to access benefits to which they are entitled. Local authorities should therefore endeavour to ensure that the special guardian or prospective special guardian is aware of, and taking advantage of, all benefits and tax credits available to them. Financial support paid under these Regulations cannot duplicate any other payment available to the special guardian or prospective special guardian and regulation 13 provides that in determining the amount of any financial support, the local authority must take account of any other grant, benefit, allowance or resource which is available to the person in respect of his needs as a result of becoming a special guardian of the child.

The proposal is consistent with statutory guidance.

There may be challenge from Special Guardians who have possible being receiving the equivalent of the child tax credit from LCC and possibly claiming Child Tax Credit from DWP. We can provide some mitigation by supporting Guardians them to claim the benefit and to pay whilst awaiting benefit. Regulation 13 supports a decision to implement this proposal if there was a legal challenge.

We could implement this proposal immediately in relation to new applicants. 28 days' notice would need to be given to current applicants plus a further 28 days from the date they were advised that there would be a change to their payments.

Question 8 – Final Proposal

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

The final proposal is to review the Special Guardianship Order (SGO) policy and deduct child tax credit (the additional entitlement that is a result of the securing an order on the said child) from the baseline means-test allowance that is awarded to a guardian. This is proposed to apply to New Applicants and existing Guardians where applicant is eligible for child tax credit.

This proposal is in accordance with DFE guidelines and regulation 13 (Statutory guidance for local authorities on the Special Guardianship Regulations 2005 (as amended by the Special Guardianship (Amendment) Regulations 2016).

The proposal has the potential to impact on all service users open to LCC and receiving and SGO payment.

Allowances are currently paid for around 900 children and young people. Approximately 250 financial assessments are undertaken, and around 132 new SGO's with allowances are granted per annum.

There are likely to be individuals with protected characteristics within the current cohort. There will also be individuals with protected categories who we are not aware of who will come through the process of assessment in the future.

Question 9 – Review and Monitoring Arrangements

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

The effect of the proposal will be monitored through ongoing review of the numbers of new SGO applications and SGOs in place.

Equality Analysis Prepared By Josephine Lee – Strategic Senior Manager (Childrens Social Care) / Dave Carr – Head of Service (Policy, Information and Commissioning)

Equality Analysis Endorsed by Line Manager and/or Service Head

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

CYP025 – SECTION 17 PAYMENTS

Service Name:	Section 17 Payments		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£2.729m		
Income 2017/18	£0.000m		
Net budget 2017/18	£2.729m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.350	0.000	0.000	-0.350
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 cease a range of payments made to children, families and carers under S17 of the Children's Act.</p> <p>Agree to review commissioning arrangements for support in the community, to assist children and families remaining together.</p>		
Impact upon service	<p>Children and Families may not receive interventions and support which would de-escalate/prevent escalation of needs. If not considered and managed carefully might increase Children Looked After numbers.</p> <p>There may be a resultant pressure on in-house and existing commissioned services to provide alternatives to the one-off interventions that have been purchased using Section 17 funding. Examples of services which are likely to see demand pressures include Crisis Fund, Supporting Housing for Complex Young People, Emotional Health and Wellbeing Commissioned Service.</p>		
Actions needed to deliver the target savings	<ul style="list-style-type: none"> Assess impact on the Prevention and Early Help Crisis Fund and whether this might provide mitigation in some circumstances (noting that Section 17 support is based on a statutory assessment and the Crisis Fund preventative). Assess whether the criteria for access to the Crisis Fund allows it to be accessed when a Child In Need 		

	<p>assessment has taken place and provision is based on statutory assessment.</p> <ul style="list-style-type: none"> • Identify all services which should be explicitly considered prior to making Section 17 payments and develop improved guidance for social workers. • Revise the current Section 17 Policy Statement. • Communicate/engage with Lancashire County Council Services and Partner organisations (particularly in respect of Crisis Fund, Emotional Health and Wellbeing Core Offer, Department for Works and Pensions and Housing Organisations) to ensure that there are clear pathways for families to access support from other existing agencies so that Section 17 payments are only made as a last resort. • Communicate with families that might be impacted. • Redesign Children's Social Care systems and processes to reflect proposed changes. • Implement new policy and embed within Practice. • Review Commissioning arrangements for community based interventions delivered in the home.
<p>What are the risks associated with this saving and how will they be mitigated</p>	<p>Risks include:</p> <ul style="list-style-type: none"> • Increase in family breakdowns/crisis and subsequent increase in Children Looked After numbers and costs of fostering or residential care. • Greater pressure on prevention and early help third party commission for emotional health and wellbeing. • Increased pressure on internal resources. • Impact on Department for Work and Pensions who may be under increased pressure to process claims/resolve issues quickly. • Impact on District Council's where families present as homeless. • Pressure on LCC budgets for children and young people with complex needs and care leavers where children and young people present as homeless.

	<ul style="list-style-type: none"> • Impact on partner organisations generally if family breakdowns / potential for crisis increases <p>Mitigations</p> <p>Review Section 17 payments and evidence of why this was the only option available following assessment of needs so that we can:</p> <ul style="list-style-type: none"> - better identify agencies who, with more forward planning, might have been able to provide the service / prevent issue arising under their statutory duties. - develop improved guidance for social workers to ensure that S17 payments are made only as a last resort <ul style="list-style-type: none"> • Early engagement and development of clear pathways with wider LCC children's and families services (eg Welfare Rights and Family Information Service) and Partner organisations to ensure that alternative provision from existing resource is identified and accessed wherever possible • Clear approach to use of Crisis Fund and whether this might provide some mitigation in exceptional circumstances.
--	--

What does this service deliver?

The Section 17 budget forms part of Children's Social Care service and enables social workers to give assistance (either direct financial assistance or the purchase of goods and services) to help meet statutory assessed need.

In terms of the legal definition, the Children Act 1989, sets out the following definition of Section 17, Children in Need:

It should be the general duty of every Local Authority:-

- a) To safeguard and promote the welfare of children within their area who are in need.
- b) So far as is consistent with that duty to promote the upbringing of such children by their families by providing a large and level of services appropriate to those children's needs.

The services provided by the Local Authority in the exercise of functions conferred on them by this section may include (providing accommodation) and giving assistance in kind or, in exceptional circumstances, cash for the purposes of maintaining the welfare of the child (not the adult).

Before giving assistance a Local Authority shall have regard to the means of the child concerned and of each of his parents. No person shall be liable to make any repayment of assistance of its value at any time when he is in receipt of Income Support, Child Tax Credits, or any income based JSA or of any income related employment and support allowance.

Spend is made up of hundreds of individual transactions on items. Further work is needed to review/challenge each area but significant areas of categorised spend include accommodation, childcare provision, medicals, therapeutic interventions and payments to families/carers.

Other areas of spend include Clothing, Direct Payments, Financial Assistance, Flights, Taxis, Rail fares, Food, Furniture / White Goods, Holidays/Trips and more. Cumulative spend in this areas is significant.

Section 4

Equality Analysis Toolkit

CYP025: Children's Social Care Section 17

Payments

For Decision Making Items

January 2018

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

Section 17 Payments

What in summary is the proposal being considered?

The proposal is to cease a range of payments made to children, families and carers under S17 of the Children Act

In terms of the legal definition, the Children Act 1989, sets out the following definition of Section 17, Children in Need:

It should be the general duty of every Local Authority:-

a) *To safeguard and promote the welfare of children within their area who are in need.*

b) *So far as is consistent with that duty to promote the upbringing of such children by their families by providing a large and level of services appropriate to those children's needs.*

The services provided by the Local Authority in the exercise of functions conferred on them by this section may include (providing accommodation) and giving assistance in kind or, in exceptional circumstances, cash for the purposes of maintaining the welfare of the child (not the adult).

Before giving assistance a Local Authority shall have regard to the means of the child concerned and of each of his parents. No person shall be liable to make any repayment of assistance of its value at any time when he is in receipt of Income Support, Child Tax Credits, or any income based JSA or of any income related employment and support allowance.

The County Council spends around £2.4m on payments made to or on behalf of children, families and carers which is recorded as spend under S17 of the Children Act. Within this, there is some spend which appears either miscoded or has been used as a work around where, for example, Foster Carers have not yet been set up for regular payments.

Spend is made up of hundreds of individual transactions on items. Further work is needed to review/challenge each area but significant areas of categorised spend identified from a review of 2016/17 spend included:

Accommodation	£127,680
Childcare/Nursery	£205,943
Medicals/Therapeutic Interventions/DNA Tests	£260,951 (will include pre-court experts)
Support	£112,000
Assistance	£113,185
Allowances	£ 98,071
Pay point (payments to families/carers)	£398,744

Other areas of spend include Clothing, Direct Payments, Financial Assistance, Flights, Taxis, Rail fares, Food, Furniture / White Goods, Holidays/Trips and more. Cumulative spend in this areas is significant.

Some elements of spend that could cease if we had a clear policy of not agreeing spend relating to accommodation, childcare and other discretionary payments to

parents/carers and avoided the use of therapeutic interventions paid for by LCC through the S17 budgets.

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

The decision will impact on children and families across Lancashire.

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

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

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

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

Yes, the proposal will impact on children and young people

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

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

Question 1 – Background Evidence

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

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

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

There are around 2000 children and young people who have CiN status at any point in time.

Within this group there will be children and young people in challenging circumstances but as a population, their needs are not defined by their protected characteristics.

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)

There has been no engagement with service users/families regarding this decision. There has been some ongoing engagement with health partners to identify scenarios where therapeutic interventions paid for by the County Council should be either jointly funded or paid for entirely by Health budgets.

If the proposal is progressed, there should be further stakeholder engagement to ensure that wider LCC services and Partners are clear about approach and impact.

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.

-

The impact of reducing Section 17 payments will be dependent on the individual needs of children, young people and their families and the alternative ways that are identified to ensure that assessed needs are met.

Risks include:

- Possible increase in family breakdowns/crisis and subsequent increase in Children Looked After numbers and costs of fostering and residential care.
- Greater pressure on prevention and early help third party commission for emotional wellbeing.
- Increased pressure on internal resources.

- Impact on DWP who may be under increased pressure to process/resolve claims/issues quickly.
- Impact on District Councils where families present as homeless.
- Pressure on Lancashire County Council budgets for children and young people with complex needs and care leavers where children and young people present as homeless.
- Impact on partner organisations generally if family breakdowns/potential for crisis increases

Question 4 –Combined/Cumulative Effect

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

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

If Yes – please identify these.

Yes. If there are potential reductions in other areas of support relating to preventative or crisis services there may be a cumulative impact, especially if these include services such as Welfare Rights or the Prevention and Early Help Fund. These services are those which provide the mitigation to this option. If provision is not available or identified through such services then support will need to be commissioned from third parties. Where this provision is in respect of an identified need under statutory assessment processes, there will be a continued need to meet the costs of provision.

Question 5 – Identifying Initial Results of Your Analysis

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

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

The proposal is unchanged. We will seek to meet needs through more effective use of resources where possible.

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.

The statutory duty remains for the County Council to safeguard and promote the welfare of children within their area who are in need and; so far as is consistent with that duty to promote the upbringing of such children by their families by providing a large and level of services appropriate to those children's needs.

The needs of children and young people must continue to be met but we need to apply clear criteria to the use of resources.

In the case of therapeutic interventions as an example, we would place greater emphasis in ensuring that the Local Authority's own resources must always be considered first, prior to the external commissioning of an agency. This means, for example, that we would always consider the Children and Families Service Emotional Wellbeing Core Offer before commissioning an external agency to provide interventions which could be offered by that service. We would also look to ensure that appropriate referrals were made to NHS commissioned services before our own external commissioning. We would seek to ensure that statutory needs continue to be met, but making better use of both our own resources and the strengths of children and families.

In the case of paying for childcare as an example, we would make clear reference to the different kinds of existing financial support available to help people pay for childcare, including free early education.

To assist in identifying mitigations we will need to review S17 payments and evidence of why this was the only option available following assessment of needs so that we can:

- Better identify agencies where, with more forward planning, might have been able to provide the service/prevent issue arising under their statutory duties.
- Develop improved guidance for social workers to ensure that S17 payments are only made as a last resort.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the

findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

The County Council will continue to meet the needs of children and young people, primarily through better use of existing in-house and partner resources.

The ability to deliver savings through this option does depend on continued availability of in-house and partner services and ensuring that payments made from Section 17 budget by the County council are only as a last resort.

Question 8 – Final Proposal

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

The proposal is to cease a range of payments made to children, families and carers under S17 of the Children Act. This will impact on the way that the needs of children and young people are met but ultimately the statutory responsibilities to meet those needs, and the requirement for use of Section 17 budgets as a last resort, still remains with the County Council.

Question 9 – Review and Monitoring Arrangements

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

The impact will be monitored through a range of indicators, related to CIN, reported to the Post Inspection Improvement Board and operational management.

Equality Analysis Prepared By Dave Carr

Position/Role Head of Service, Policy, Information and Commissioning (Start Well)

Equality Analysis Endorsed by Line Manager and/or Service Head

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

COM002c – ASSET MANAGEMENT – ENERGY RECHARGE

Service Name:	Asset Management – Energy Recharge			
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19			
Gross budget 2017/18	£0.424m			
Income 2017/18	£0.378m			
Net budget 2017/18	£0.046m			
Savings Target and Profiling (discrete year):				
	2018/19	2019/20	2020/21	Total
	£m	£m	£m	£m
	-0.027	0.000	0.000	-0.027
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 increase the premium charged through the traded service for management of school energy contracts which has not been increased since 2013.			
Impact upon service	An increase in the tariff levied on energy suppliers would make a minimal impact on the energy costs of most schools.			
Actions needed to deliver the target savings	Review contractual arrangements and provide appropriate notification to schools.			
What are the risks associated with this saving and how will they be mitigated	<p>There is a risk that non-maintained schools may choose to make their own arrangements for energy supply and Display Energy Certificate (DEC) certification. This would have an impact on income generation and wider training opportunities with schools.</p> <p>The Schools Funding Team in Financial Resources are currently providing support to the Schools Forum in order to understand the impact of the national schools funding formula on settings in Lancashire.</p>			

What does this service deliver?

The Asset Management Service provides a range of functions that ensure that the organisation is able to meet its statutory duties including:

- Strategic management of LCC's property portfolio (operational and non-operational) helping the delivery of corporate priorities.
- Strategic commissioner of education provision in Lancashire.
- Prioritising capital and revenue works.
- Energy related matters including electricity, fuel and water and energy conservation management.
- Systematic management and maintenance of highway infrastructure assets.
- Promotion, recruitment and coordination of volunteering across County Council services.

COM002d – ASSET MANAGEMENT – REPAIRS AND MAINTENANCE

Service Name:	Asset Management – Repairs and Maintenance		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£4.570m		
Income 2017/18	£0.000m		
Net budget 2017/18	£4.570m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.750	-0.750	-0.750	-2.250
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 a reduction in the revenue repairs and maintenance budget following the implementation of a planned programme of condition led, capital investment across property assets. Reduce the repairs and maintenance budget.		
Impact upon service	<p>The Repairs and Maintenance budget comprises three elements:</p> <ul style="list-style-type: none"> • Service contracts e.g. statutory compliance and maintenance aspects such as alarm testing, legionella testing, lift maintenance etc. • Planned maintenance • Day-to-day maintenance <p>This proposal will result in a reduced revenue capacity for unplanned works to property assets in the event of unforeseen need for repairs.</p>		
Actions needed to deliver the target savings	Production of a corporate property asset management plan underpinned by a planned programme of condition led, capital investment across property assets. The capital programme will be informed by detailed quinquennial condition surveys, statement of premise compliance returns, and wider property information e.g.		

	<p>fire risk assessment, asbestos surveys, energy efficiency etc. Adopt a lifecycle planning approach to the maintenance of county council property assets.</p> <p>Defects reported through systems will be reviewed to assess where they should be aligned with the capital programme. An agreed financial threshold will be set to enable small scale works to progress in a timely manner.</p> <p>Review service contracts to identify where efficiencies can be made.</p> <p>Consider where inspection schedules may be adopted in line with regulatory guidance and so reduce the frequency of visits.</p> <p>Develop agreed process and standards for carrying out planned maintenance where this cannot be addressed through the capital programme.</p> <p>Develop agreed process and standards for carrying out reactive repairs where they are necessary to ensure the health and safety of premise users and suitability of service delivery.</p> <p>Delivery of the capital programme will be aligned with suitability works required for service delivery as appropriate.</p>
<p>What are the risks associated with this saving and how will they be mitigated</p>	<p>Reduced flexibility to carryout reactive works. Corporate asset management board to be established with oversight of corporate asset management plan, programme of works and delivery.</p> <p>There is a risk in reducing the revenue budget available in advance of new arrangements being developed in order to progress a comprehensive capital programme. Propose to utilise £0.75m revenue in 2018/19 in order to ensure relevant data is collected, collated, stored on the Property Asset Management System (PAMS) and analysed in order to inform the capital programme. This may entail appointment of additional capacity within asset management, the commissioning of a range of premise compliance data, and the production of a corporate asset management plan.</p>

What does this service deliver?

The Asset Management Service provides a range of functions that ensure that the organisation is able to meet its statutory duties including:

- strategic management of LCC's property portfolio (operational and non-operational) helping the delivery of corporate priorities
- strategic commissioner of education provision in Lancashire
- prioritising capital and revenue works
- energy related matters including electricity, fuel and water and energy conservation management
- systematic management and maintenance of highway infrastructure assets
- promotion, recruitment and coordination of volunteering across County Council services

LD001 – CENTRAL GATEWAY FUND (VOLUNTARY AND COMMUNITY FAITH SECTOR (VCFS))

Service Name:	Central Gateway Fund (Voluntary Community and Faith Sector)		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£0.673m		
Income 2017/18	£0.035m		
Net budget 2017/18	£0.638m		
Savings Target and Profiling (discrete year):			
	2018/19	2019/20	2020/21
	£m	£m	£m
	-0.673	0.000	0.000
			Total
			£m
			-0.673
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	Agree to cease the Central Gateway Fund (Voluntary Community and Faith Sector) Grants.		
Impact upon service	The grants would cease.		
Actions needed to deliver the target savings	The last round of Central Gateway Funding ran from 2016-18, therefore no specific actions would be necessary to cease the service. A decision on what to do with any grant funding not awarded by the end of 2017/18 would be required. Potential applicants would need to be informed of the decision.		
What are the risks associated with this saving and how will they be mitigated	<ul style="list-style-type: none"> • Risk of criticism from Voluntary Community and Faith Sector partners, and potentially other partners providing funding for the sector. • Potential for reduced capacity within Voluntary Community and Faith Sector. 		

	<ul style="list-style-type: none"> • Central Gateway Grants are used for infrastructure purposes. The viability of third sector groups may be affected by withdrawal. • Central Gateway Grants are made in line with corporate priorities, and so may affect delivery of such priorities. • Other grant funding streams offered by the Council have already been proposed to be withdrawn as savings measures. Part of the mitigation for those earlier decisions was that this funding stream was to continue. • Piecemeal withdrawal of individual grants/funding streams for the Voluntary Community and Faith Sector may not deliver the full savings potential of a wholesale review across the county of all funding provided Voluntary Community and Faith Sector. <p>Efforts have been made in the last round of awards (2016-18) to ensure the funding was directed to building capacity within the sector to encourage sustainability and self-sufficiency.</p> <p>The grants are non-statutory. However, as they are awarded in line with corporate priorities, withdrawal of front line services delivered by VCFS through CG funding may result in increased demand on LCC Services and may adversely affect particular groups.</p>
--	--

What does this service deliver?

Central Gateway Grants offer an opportunity for infrastructure organisations or organisations providing significant infrastructure support to other third sector organisations to apply for strategic funding to help deliver Lancashire County Council's priorities and key objectives.

Section 4

Equality Analysis Toolkit

**LD001: Central Gateway Fund Grants
For Decision Making Items**

January 2018

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 Central Gateway Fund Grants

What in summary is the proposal being considered?

That the Central Gateway Fund Grants scheme ceases from 2018/19. The scheme provides infrastructure funding of £0.673m per annum to the Voluntary Community and Faith Sector in Lancashire.

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.

Grants are County-Wide.

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.

Further analysis needs to be undertaken to assess the potential impact on any group or individuals sharing protected characteristics. However, grants are to support infrastructure development across the Voluntary Community and Faith Sector. No particular sector is targeted or given priority.

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

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

Question 1 – Background Evidence

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

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

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

Close partnership working with the umbrella organisation One Lancashire provides information on the use of the funding. The most recent round of funding, covering 2016-2018, was designed to boost resilience and sustainability in the sector generally, rather than target specific delivery outcomes.

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)

No specific consultation has been undertaken at this stage but engagement with the sector is ongoing and the proposal to cease further funding has been discussed as an option post March 2018.

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.

The most recent round of funding has been aimed to develop resilience and sustainability within the sector, on the understanding that there was no guarantee that additional funding would be provided post-2018. It is anticipated, therefore, that planning by the Voluntary Community and Faith Sector recipients has already taken into account the scenario that the funding could be withdrawn. However, there could still be an impact in scaled down activity undertaken by Voluntary Community and Faith Sector groups on the basis of this assumption. Many Voluntary Community and Faith Sector groups support preventative activities and/or services and their capacity to do this going forward may be adversely 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.

The council has already proposed withdrawing two other funding streams aimed at the third sector – Members grants and Young Persons small grants. Other organisations which offer grant funding, especially elsewhere in the public sector, are under similar financial pressure and may also seek to reduce or withdraw non-statutory funding to the third sector. 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

At this stage it is proposed to continue with the original proposal pending the outcome of the further analysis identified above. Once this analysis has taken place the proposal maybe adjusted or stopped.

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 with the Voluntary Community and Faith Sector and specifically with One Lancashire.

A wider review or assessment of all funding and support given to the Voluntary Community and Faith Sector by the County Council may be beneficial both in

ensuring funding is targeted and in identifying further efficiencies (to ensure best use of any funding).

Question 7 – Balancing the Proposal/Countervailing Factors

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

The Central Gateway Fund was always intended as an enabler, supporting self-sufficiency within the sector. Whilst stopping the funding will undoubtedly be felt, the current use of the fund and planning for beyond 2018 was always made on the assumption that the funding may end March 18.

Question 8 – Final Proposal

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

As originally proposed subject to the outcome of further analysis and consultation.

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 and feedback from third sector groups.

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 & 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

LD011 – LOCAL INITIATIVE FUND

Service Name:	Local Initiative Fund		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£0.127m		
Income 2017/18	£0.000m		
Net budget 2017/18	£0.127m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.127	0.000	0.000	-0.127
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 Local Initiative Fund Grants.			
Impact upon service			
The grants would cease.			
Actions needed to deliver the target savings			
Local Initiative Fund Grants are awarded on an annual basis, therefore no specific actions would be necessary to cease the service. However potential applicants would need to be contacted to let them know that the funding stream will cease. A decision on what to do with any grant funding not awarded by the end of 2017/18 would be required.			
What are the risks associated with this saving and how will they be mitigated			
<ul style="list-style-type: none"> • Risk of criticism from Voluntary Community and Faith Sector partners, and potentially other partners providing funding for the sector. • Potential for reduced capacity within Voluntary Community and Faith Sector. • LIF grants operate on a district footprint, and so may affect locality working opportunities and priorities. 			

	<ul style="list-style-type: none"> • LIF Grants are made in line with corporate priorities, and so may affect delivery of such priorities. • Withdrawal of front line services delivered by Voluntary Community and Faith Sector through Local Initiative Fund Grants may result in increased demand on Lancashire County Council services. • Other grant funding streams offered by the council have already been proposed to be withdrawn as savings measures. Part of the mitigation for those earlier decisions was that this funding stream was to continue. • Piecemeal withdrawal of individual grant/funding streams for the Voluntary Community and Faith Sector may not deliver the full savings potential of a wholesale review across the county of all funding provided to the sector.
--	---

What does this service deliver?

The Local Initiative Fund scheme, now in its sixth year, is a more targeted way of providing medium-sized grants to voluntary, community and faith sector groups that carry out important work to help communities across Lancashire. Third sector groups/organisations in Lancashire can apply for grants from £1,000 to £5,000 to support the council's priorities.

Section 4

Equality Analysis Toolkit

**LD011: Local Initiative Fund Grants
For Decision Making Items**

January 2018

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 Initiative Fund (LIF) Grants

What in summary is the proposal being considered?

That the Local Initiative Fund Grants scheme ceases from 2018/19. The scheme provides grants of between £1000 and £5000 to medium sized Voluntary Community and Faith Sector groups across Lancashire.

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.

LIF Grants are awarded on a district footprint. As such, they are distributed across Lancashire.

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

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

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

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

Yes – Grants are allocated in accordance with three priorities :

- Supporting a Total Family Approach;
- Providing Skills and Employment Initiatives;

- Providing Activities and Programmes for Young People aged 12 – 19 (up to 25 for people with learning difficulties or disabilities)

Grants may be awarded to groups offering services to all parts of the community, but the criteria clearly indicate that there is a likelihood that such grants will benefit young people to a greater extent.

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

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

Question 1 – Background Evidence

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

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

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

Records are held of all groups who apply, and there is a robust application and assessment process to ensure that groups meet one of the three criteria set out above. Given these criteria, age and disability protected characteristics will be the most adversely affected by this proposal.

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).

No specific consultation has been undertaken at this stage but engagement with the sector is ongoing and the proposal to cease further funding has been discussed as an option post March 2018.

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.

The grant awarding criteria does support the advancing equality of opportunity PSED (Public Service Equality Duty) general aim and more widely participation in public life of young people including those with learning disabilities or other disabilities.

Funding cannot be used for infrastructure purposes, and is instead intended to support specific projects or activities. Some opportunities might be lost to engage in particular activities. However, these will likely be one off, and given the maximum funding award of £5000, limited in impact.

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.

The council has already proposed withdrawing two other funding streams aimed at the third sector – Member Grants and Young People Small Grants. Other organisations which offer grant funding, especially elsewhere in the public sector, are under similar financial pressure and may also seek to reduce or withdraw non-statutory funding to the third sector. 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

At this stage it is proposed to continue with the original proposal pending the outcome of the further analysis and consultation identified above. Once this has taken place the proposal maybe adjusted or stopped.

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.

A wider review or assessment of all funding and support given to the Voluntary Community and Faith Sector by the County Council may be beneficial both in

ensuring funding is targeted and in identifying further efficiencies to ensure best use of any funding.

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.

Local Initiative Fund Grants have been in place for a number of years and are valued by the organisations which apply and benefit from them. The value of individual grants is relatively small, however, albeit that the total saving to the council is £0.127m.

Question 8 – Final Proposal

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

As originally proposed subject to the outcome of further analysis and consultation. Younger people who may have learning difficulties or disabilities may be affected more than other groups but further analysis is required to ascertain how.

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 and feedback from third sector groups.

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 & 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

FR006 – EXCHEQUER SERVICES - EARLY PAYMENTS INITIATIVE

Service Name	Exchequer Services – Early Payments Initiative		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18* <i>*(Estimated value of transactions)</i>	£83.333m		
Income 2017/18	£0.000m		
Net budget 2017/18	£83.333m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.100	-0.300	-0.100	-0.500
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	To agree the contractual arrangement with Oxygen Finance to implement the Early Payments Scheme which will mean if the County Council pays creditors' earlier than traditional payment terms then a discount will be incurred.		
Impact upon service	A number of improvements in operational practice are expected to flow from this arrangement if agreed, with a major one being the opportunity to increase take up of early payments by increasing the level of electronic invoicing.		
Actions needed to deliver the target savings	The County Council will need to collaborate with Oxygen Finance to adapt its operational procedures for paying creditors. Contractual terms of trading will need to be properly implemented.		

<p>What are the risks associated with this saving and how will they be mitigated</p>	<p>Loss of potential income due to less than rigorous implementation/co-operation on the project.</p> <p>The main mitigation of this risk is expected to flow from forming a joint team, specifically working on this project, drawn from Exchequer Services staff and staff provided by Oxygen Finance who are experienced in implementing and maintaining such projects.</p> <p>This project will also be the direct responsibility of the Head of Exchequer Services.</p>
---	--

What does this service deliver?

Essentially this service offers creditors of the Council early settlement of their payment claims in exchange for a discount payment.

It is important to note that SME's will be offered this facility at no cost.

This arrangement is based financially on a revenue sharing agreement between the County Council and Oxygen Finance – there are no other direct costs for the County Council to bear.

CMTY007 – RESIDUAL WASTE

Service Name:	Residual Waste		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£45.550m		
Income 2017/18	£5.694m		
Net budget 2017/18	£39.856m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-1.120	0.000	0.000	-1.120
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 additional waste recycling processes to reduce the weight of waste that cannot be recycled, which will result in a reduction in the amount of waste being sent to landfill and therefore help save money.</p> <p>The process will use existing machinery which is currently out of use, to dry out the waste making it weigh less therefore reducing landfill costs as well as potentially creating a better product for those who can make use of some of the waste by creating energy (Refuse Derived Fuel).</p> <p>Proposal to be implemented initially at the Thornton Waste Recovery Park on a trial basis to prove ongoing financial and operational viability.</p>		
Impact upon service	Improved environmental performance and increased diversion from landfill.		
Actions needed to deliver the target savings	<p>Initial temporary employment of 13 FTE at the Council's waste company Global Renewables Lancashire Operations Ltd (GRLOL), to become permanent subject to successful delivery of the trial.</p> <p>Approval of GRLOL Board of Directors required.</p>		

	Minor modifications and maintenance to existing equipment to enable the proposed operations which will be managed within existing service budgets.
What are the risks associated with this saving and how will they be mitigated	<p>Savings based on a weight loss prediction of 25% of processed material. Target weight loss levels of 25% may not be achieved. No mitigation available due to process being untested however it is anticipated that a minimum of 20% weight loss will be achieved, therefore unlikely to result in a negative cost position.</p> <p>Part element of saving is in production of additional Refuse Derived Fuel (RDF) from residual waste. Markets which take additional RDF may not be available. Market driven requirements fluctuate and cannot be predicted or mitigated.</p> <p>Re-introduction of composting processes increases the environmental risk in the form of odour emissions. However, the operation of existing on site odour management systems has been factored into net costs.</p>

What does this service deliver?

Under the terms of the Environmental Protection Act 1990 Lancashire County Council is a 'Waste Disposal Authority' (WDA). Its role as a WDA is to make arrangements for the processing, treatment and/or disposal of all of the waste collected by district councils in their role as Waste Collection Authorities. The WDA also has a statutory duty to provide places at which householders can deposit household waste; which we do through a network of 15 Household Waste Recycling Centres (HWRCs). More than half a million tonnes of municipal waste is generated in Lancashire each year, every tonne of which the county council must ensure is dealt with.

The Waste Management service delivers some of its activities through third party contracts. These include:

- Composting of garden waste
- Processing of residual waste
- Landfilling of residual waste
- Operation of HWRCs (until April 2018)
- Operation of waste transfer stations (until April 2018)
- Miscellaneous treatment/disposal contracts: including hazardous waste, clinical waste, batteries, tyres, abandoned vehicles, chemicals and animal carcasses.

CMTY022 – RESOURCE BUDGET FOR LIBRARIES, MUSEUMS, CULTURE AND REGISTRARS

Service Name:		Libraries, Museums, Culture and Registrars – Resource Budget	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£1.238m	
Income 2017/18		£0.000m	
Net budget 2017/18		£1.238m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.150	0.000	-0.130	-0.280
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		To reduce the resource fund by £0.280m. The Resource Fund covers not only physical stock on shelves but also the e-book and e-audio collections we have and licences to online reference resources.	
Impact upon service		<p>This reduction in the Resource Fund would impact on the quality of service that each service point could offer. The Library Service charges 60p per reserved item (proposals will be being presented this year to increase this cost to 75p). The expectation of the library user is that the reservation they place is satisfied as soon as possible. Current performance is as follows: - reservations satisfied within 7 days - 40% (from 55% in 2017 as the resource fund has decreased), 15 days - 78% and 30 days - 86%. We have minimal complaints with this performance level, however, with the reduction in budget we could see a decrease in customer satisfaction and an increase in complaints.</p> <p>Less up to date stock on the shelves may result in fewer visits to libraries and the service will not be able to provide as many items of stock (virtual or physical). This may impact on literacy levels especially as regards children and young people and the service's ability to support their reading development, as well as impacting on the mental health and wellbeing of our communities.</p>	

	<p>Our contract with library suppliers may mean that our spending power will reduce; we will pay more for the processing of a book which rose from 20p to 30p in September 2016 when the contract was last reviewed and also the discount we receive which has last year gone from 44.5% to 42% and will reduce this year again.</p> <p>In context this would be a further reduction in spend as over the last 3 years we have already reduced the fund by £1m.</p> <p>Spend would be on average 80p per person in Lancashire following this reduction.</p>
<p>Actions needed to deliver the target savings</p>	<p>Suppliers will need to be informed of the reduction in spend which may result in a reduction in the discount received by the service.</p>
<p>What are the risks associated with this saving and how will they be mitigated</p>	<p>There is a risk that a reduction in stock availability may lead to concerns about our ability to deliver a comprehensive and efficient service.</p> <p>The risk could be mitigated by a review of the collections policy to increase stock levels through investing resources in making good donated items so they can be used by the public.</p>

What does this service deliver?

The provision of both physical and virtual stock is a key aspect of the statutory public library service. The resource fund is fundamental in providing up to date resources to meet the requirements of the public. The Society of Chief librarians has six offers which include, reading, digital, health, learning and information. This fund enables the service to deliver all those offers alongside the Library Taskforce Ambition strategy.

CMTY030 – BUS STOP INFORMATION AND PUBLICITY MATERIAL

Service Name:	Bus Stop Information and Publicity Material		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£0.120m		
Income 2017/18	£0.000m		
Net budget 2017/18	£0.120m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.015	-0.019	0.000	-0.034
FTE implications:			
2018/19	2019/20	2020/21	Total
<i>-1.00</i>	<i>0.00</i>	<i>0.00</i>	<i>-1.00</i>
Decisions needed to deliver the budgeted savings	<p>Reduce the cost to LCC associated with the provision of bus stop information, timetable leaflets and other literature, including bus station stand departure information.</p> <p>Agree to work with bus operators to develop a model for activity and cost sharing in relation to public transport information provision at bus stops and bus stations throughout Lancashire.</p> <p>Increase the charge for timetable changes when carried out by LCC.</p>		
Impact upon service	<p>The 2000 Transport Act makes it a duty on the local authority to make sure that appropriate transport information is made available to the public. LCC discharges this duty by producing coordinated information literature and recharging an element of this cost to the operators, whilst maintaining a similar level of service.</p> <p>The cost sharing model is likely to require the loss of one member of staff.</p>		

<p>Actions needed to deliver the target savings</p>	<p>Consult with staff affected.</p> <p>Negotiate with bus operators on options available to develop cost sharing for information that is currently provided on behalf of bus operators.</p>
<p>What are the risks associated with this saving and how will they be mitigated</p>	<p>There is a risk that it will not be possible to negotiate a suitable arrangement and that the cost saving will not be possible to achieve whilst maintaining an acceptable level of service.</p> <p>Without adequate supervision, there is a risk that the quality of service will deteriorate resulting in timetable and bus stop information being less accessible to the public. There is a substantial risk that poorer quality passenger information will result in fewer passengers, leading to higher contract costs on the tendered bus network and also commercial service deregistration's, leading to further pressures on the tendered bus services budget.</p> <p>This information is of great value to people with protected characteristics as defined by our Public Sector Equality Duty and depending on the outcome of the discussions with operators the potential equalities impact will be reviewed.</p>

What does this service deliver?

The service produces bus stop timetables and timetable leaflets for those bus services operated on behalf of and funded by the county council which are distributed to information points throughout the county. Information on changes to bus services are provided direct to County Councillors, customers and other stakeholders.

The service produces bus station passenger information, customer information posters and promotional material for sites like the Park and Rides in Preston and Lancaster and maintains bus stop plates and other related infrastructure, including bus shelter timetable cases.

The service also assists in other public transport promotional activities including providing passenger information notices for road closures and route diversions for Lancashire County Council supported services.

PH007 – SUBSTANCE MISUSE

Service Name:	Substance Misuse		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£15.833m		
Income 2017/18	£0.280m		
Net budget 2017/18	£15.553m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.300	0.000	0.000	-0.300
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	To agree to reduce the budget provision for dispensing fees in relation to controlled drugs, in support of substance misuse treatment, primarily opiate substitution therapy e.g. methadone, buprenorphine.		
Impact upon service	No direct impact on service / service users – the budget has been incorporated into the financial provisions of the forthcoming tender for adult substance misuse treatment services.		
Actions needed to deliver the target savings	To reduce the Lancashire County Council budget provision for dispensing fees in relation to controlled drugs, in support of substance misuse treatment, primarily opiate substitution therapy.		
What are the risks associated with this saving and how will they be mitigated	None – the budget has been incorporated into the financial provisions of the forthcoming tender for adult substance misuse treatment services.		

What does this service deliver?

Substance misuse services provide clinical and psychosocial treatment for adults with dependency on drugs and / or alcohol, including the prescription of maintenance and detox medications.

ASC028 – LEARNING, DISABILITY & AUTISM RESIDENTIAL REVIEWS

Service Name:		Learning Disability and Autism Residential Reviews	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18*		£16.019m	
Income 2017/18*		£ 1.906m	
Net budget 2017/18*		£14.113m	
*LCC share of LD Pooled Budget			
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.045	-0.724	-0.257	-1.026
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 review people with learning disabilities and autism placed in Care Quality Commission registered residential packages located both in and out of county with an aim to</p> <p>Provide alternative local accommodation services in a more affordable and cost effective way. Primarily by offering supported living vacancies to people currently living in residential care.</p> <p>There is currently a significant over-provision of accommodation in supported living settings which represents a significant cost to the Council as a result of units of accommodation standing empty.</p>		
Impact upon service	<p>The number of residential placements both in Lancashire and out of county placements will reduce as a consequence of this proposal.</p> <p>There are currently just under 270 people (82 outside of Lancashire) with a learning disability and autism who have been placed in Care Quality Commission registered residential accommodation located inside or outside of Lancashire. The current annual cost of these placements is £13.666m (of which out of County is £6.933m)</p>		

	<p>Many of these placements are deemed to be "high cost" and when looked at by independent consultants it was felt that in approximately 50% of the cases it may be possible to offer good alternative services at a lower and more affordable cost.</p> <p>Additional impacts are:</p> <ul style="list-style-type: none"> • There may be resistance to change from service users, their families and some residential support providers to a potential move. • Some residential providers both in and outside Lancashire will lose business, but other local providers will gain new business if individuals move into their services. This will mean more of the council's spend on services will be in Lancashire rather than outside. • Some residential providers may become financially unviable if people leave the service as they will no longer benefit from economies of scale which would impact on other residents.
<p>Actions needed to deliver the target savings</p>	<ul style="list-style-type: none"> • Consult with those potentially affected by the proposal, including service users, their families and providers. • Undertake market analysis to identify gaps in local provision and develop a commissioning strategy to create local services. • Review the needs of service users in residential care including those living outside Lancashire. • Develop and secure approval for a clear council policy framework for decision making in individual cases, ensuring appropriate stakeholder consultation. • Explore current vacancies in local supported living settings or other accommodation to identify the possibility of arranging for people to move to more local and appropriate alternatives. • A full equality analysis will need to be undertaken informed by the outcomes of the consultation. Cabinet will also need to consider the potential

	Human Rights implications where service users do not agree to move from their current accommodation.
<p>What are the risks associated with this saving and how will they be mitigated</p>	<p>There are likely be some challenges by service users or their representative to any proposals to move to alternative accommodation. However, before any moves are proposed a full review/assessment of needs will be undertaken and discussed with service users, their family and any representatives.</p> <p>The Learning Disability Partnership Board made up of people with learning disabilities, unpaid carers, professionals and care providers have been consulted and are supportive of this proposal have been consulted and are broadly supportive of this proposal.</p> <p>The Local Housing / Residential Sector may not be able to deliver alternative accommodation. In order to mitigate this the local market will be alerted to future commissioning intentions to ensure that there is sufficient local provision.</p> <p>Service Providers may struggle to recruit staff in particular locations. Skills for Care have offered to support recruitment for care staff in Lancashire.</p>

What does this service deliver?

Residential care offers accommodation based support, usually in a large setting, with care shared between several residents. In some instances residential care is provided for people who may have conditions that require specialised care, which is available in limited settings, this was particularly likely where people have moved away from Lancashire. In some instances people have lived in residential settings since before supported living options were developed.

Section 4

Equality Analysis Toolkit

ASC028: Learning Disability & Autism (LDA) Residential reviews

For Decision Making Items

January 2018

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

Agree to review people with learning disabilities and autism placed in Care Quality Commission registered residential packages located both in and out of county with an aim to re-providing alternative, local accommodation services in a more affordable and cost effective way. Doing so would represent a cost saving as the Council is currently meeting the current costs of vacancies in supported living schemes.

There are currently just under 270 people in residential accommodation (82 outside Lancashire), the cost of the placements being £13.666m (of which £5.933m is out of County).

There are 173 vacant rooms in supported living, 60 of these attract void costs representing a total cost of £1.379m.

What in summary is the proposal being considered?

To review/re-assess people placed in residential care with a view to offering them a community based setting, with particular focus on considering supported living vacancies. Many of these residential placements are deemed to be "high cost" and when looked at by independent consultants it was felt that in approximately 50% of the cases it may be possible to offer good alternative services at a lower and more affordable cost.

In some instances a move to local services and will offer an enhanced opportunity to ensure the health and well-being of those service users currently placed out of county as they can be more closely monitored if they are living in Lancashire using local services. It is nationally recognised, in published articles such as Mansell (2015) and the follow up report to the Winterbourne View enquiry 'Out of Sight', that out of area placements are not ideal as people are often distant from their families meaning visiting is more difficult, monitoring from home services is more complicated and less reliable, while safeguarding enquiries are managed by the local services, meaning that there can be inconsistency in managing risk and in the delivery of oversight. Local Authorities and the NHS are committed to avoiding out of area placements where possible, further to a government directive in April 2016 following the publication of '*Too Far to Go*'

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.

No

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.

This will affect adults with learning disabilities & autism living in residential care placed both inside and outside Lancashire who are currently funded by LCC.

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

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

Question 1 – Background Evidence

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

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

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

There are currently just under 270 people (82 outside Lancashire) with a Learning Disability / Autism who have been placed in Residential Accommodation. This group is diverse, in respect of age, gender and complexity of disability.

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)

This group as a whole would be difficult to engage with due their dispersed locations. There will also be difficulties due to the nature of their learning disability and/or autism and consultation will therefore include families and/or advocates/representatives as necessary. Notwithstanding this difficulty all residents affected by this budget option will be written to for them and their carers to be given the opportunity to have a say on the budget option proposed.

The Learning Disability Partnership Board (LDPB), made up of people with learning disabilities, unpaid carers, professionals and care providers have been consulted

and are supportive of this proposal. There will be further consultation and if the option goes ahead regular progress reports given to the LDPB.

An engagement exercise was undertaken with local residential care and supported living providers in 2016 and was broadly supportive of the proposal, including changes being proposed further to individual reviews. Supported living providers were confident that they were able to support people to move to supported living and they were keen to develop services to meet the changing demands of the community. However, they remain concerned that the opportunities to grow their businesses are limited by the relatively small cohort of people that use their provision in comparison to older adults' services.

Meetings will take place with Lancashire residential providers who are likely that they will be concerned by the proposals as they represent a shift away from residential care although they can be supported to help them modernise services. Consultation would continue throughout the implementation process as provider network meetings take place every 6 weeks.

The Housing Delivery Plan detailed within *Valuing People Now (2010)* notes a National Government objective to reduce the number of people with learning disabilities living in residential care, promoting a greater emphasis on more cost effective approaches and community support models. Supported accommodation, presents opportunities for individuals such as tenants' rights, greater access to benefits, and sharing with fewer people than is usually available in residential care will be beneficial for people. There is a concern that the policy will compromise the viability of some smaller residential care homes locally if people move out.

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.

Moving home can have a significant emotional impact and for people with learning disabilities or autism that impact can be more significant due to cognitive impairments. Managing change can be particularly difficult for people with autistic spectrum disorders, this will be taken into account in care plans, ensuring sufficient time and adjustments are made to support any move.

People with learning disabilities and / or autism may need additional support to acclimatise to community settings and to become accustomed to new environments. Supported living means that the Council uses resources to fund care rather than buildings maintenance or utility costs, meaning resources will be utilised to fund individualised care enabling people to access the community, take part in activities and to become members of their local community.

People will however be inconvenienced by having to move, they may leave people with whom they have a good relationship, either staff or other residents which may be a significant issue for people with autism. Support for these relationships to continue will be encouraged from new settings and included in new care plans.

'Building the Right Home' guidance issued by NHS England, the Local Government Association and Association of Directors Adult Social Services as part of the Transforming Care Programme in 2016, details that people should be offered settled accommodation, residential care is not considered to be settled accommodation. In settled accommodation a person should be supported to live independently with an individual care and support package based on their needs and preferences. It is important that people have access to a variety of options to choose the accommodation that is right for them.

Settled accommodation includes:

- Owner occupier/shared ownership schemes (where the tenant purchases a percentage of the home value from the landlord)
- Supported or sheltered accommodation, supported lodgings, or a supported group home
- Approved accommodation for offenders released from prison or under probation supervision (such as a probation hostel)
- Settled mainstream accommodation with family/friends
- General needs accommodation e.g. Local Authority, registered housing provider, Housing Association, or a private landlord.

Supported tenancies are most often sited on ordinary streets in the community meaning that people will be more able to participate in the life of their neighbourhood, ideally encouraging potential new relationships and presence in the community.

Question 4 –Combined/Cumulative Effect

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

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

If Yes – please identify these.

By moving people from residential care, the remaining care provision may become unviable, thereby other service users may find themselves in the position of having to move home, which may not be as easy or beneficial for them. Providers may be able to fill vacancies with people assessed as appropriate for residential care. The number of supported living vacancies are sufficient to meet any other people who may be affected. There are already existing vacancies in residential accommodation that can be utilised.

Residential care is well suited to people who need to move urgently, such as those people who are in hospital or whose family carers are suddenly unable to continue in their caring role, therefore by freeing up vacancies, the system will be more flexible to meet urgent need and respite care.

Question 5 – Identifying Initial Results of Your Analysis

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

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

The activity will focus primarily with people who will experience most benefit, such as younger people and those with networks in the vicinity of Lancashire, as moving long distances may be more traumatic and may represent an unreasonable expectation with poorer overall outcomes.

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.

People who are offered a move to supported living will be given an introduction to the new setting, typically this will include meeting potential housemates and staff members, tea visits and overnight stays to minimise difficulties with adjustment to the move.

Relationships can be maintained through visits from friends to the new settings and back, similarly trips out and phone calls will be supported to ensure networks and relationships are maintained.

The impact on residential care settings will be mitigated by the utilisation of beds by people in urgent need, though this may not be sufficient to off-set the impact, meaning that some settings may close, and remaining residents moved, this will be managed as sensitively as possible, with some residents moving to other residential homes and some being reconsidered for supported living opportunities. All assessments and support plans will be delivered through person centred, strength based assessments.

Where it is not possible to support an unviable residential home, individual residents, family members and advocates will be involved in developing plans together with social workers and learning disability health professionals to develop support plans and move to a more sustainable setting.

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.

Moving home may be difficult upsetting, confusing and difficult for individuals with learning disabilities and particularly so for those with autism. However, it is a familiar scenario to support providers who have experience in developing ways of managing situations to maximise involvement and confidence and minimise upset.

The longer term benefits of living in supported accommodation rather than in residential care will be advanced as people who live in supported living means:

- More access to welfare benefits in comparison to those in residential care, meaning there is greater opportunity to spend time away from the care setting, thereby having greater access to local community services.
- They will live in ordinary streets in the community meaning that people will be more able to participate in the life of their neighbourhood, ideally encouraging potential new relationships and presence in the community.

Question 8 – Final Proposal

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

To consult on the proposal to review the care packages of people with learning disabilities and autism who are currently supported in CQC registered residential care, with a view re-providing alternative local accommodation services in a more affordable and cost effective way where appropriate.

Question 9 – Review and Monitoring Arrangements

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

This Equality Analysis will be updated following consultation and reported back to Cabinet for them to consider.

If the proposal is then agreed, implementation will be monitored through monthly reporting into governance board meetings within the County Council.

Progress will also be reported to provider network meetings and the LDPB.

Equality Analysis Prepared By Charlotte Hammond
Position/Role Head of Service, Learning Disabilities, Autism and Mental Health
Equality Analysis Endorsed by Line Manager and/or Service Head
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

CAS003 – CUSTOMER ACCESS SERVICE – OPERATING HOURS

Service Name:	Customer Access Service		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2018/19		
Gross budget 2017/18	£3.853m		
Income 2017/18	£0.035m		
Net budget 2017/18	£3.818m		
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.170	0.000	0.000	-0.170
FTE implications:			
2018/19	2019/20	2020/21	Total
-6.50	0.00	0.00	-6.50
Decisions needed to deliver the budgeted savings	<p>Agree to reduce the operating hours for the Customer Access Service Social Care and bring in line with the corporate service delivered (i.e. reduce Social Care opening times to 8:00 to 18:00 Mon to Fri, instead of 8:00 to 20:00 - 7 days a week).</p>		
Impact upon service	<p>This could be seen as a withdrawal of service, however with agreement that professionals refer into the authority in a more structured way, and a review of the Emergency Duty Team it is very feasible. There would need to be considerable investment in the cultural and behavioural changes required from our partners and Social Work teams. The Multi Agency Safeguarding Hub (MASH) model could also be impacted, however at this time they operate standard hours.</p> <p>Partners would need to agree to different ways of working and align to the authorities risk model. Agreement that only emergencies would be handled at these times.</p> <p>The call volumes that Customer Access Service (CAS) would no longer be handling would be picked up by the Emergency Duty Team (EDT) and would require a 2.50 fte transfer (£57k per annum) to the EDT establishment, reducing the CAS savings to 6.50 fte (£170k per annum).</p> <p>Savings to be made by March 2019.</p>		

<p>Actions needed to deliver the target savings</p>	<ul style="list-style-type: none"> • Define exact details of restructure and impact assess the proposal. • Link to technology deliverable. • Agree timescales and communicate out within the business, including any formal consultation needed • Transfer resource (2.50 fte) from CAS establishment to EDT establishment. <ul style="list-style-type: none"> - 1.27 fte @ Grade 5 - 1.23 fte @ Grade 4 • Begin immediate re-enforcement of the 'emergency only' service delivered outside of core hours, driving down volumes of contacts. •
<p>What are the risks associated with this saving and how will they be mitigate</p>	<p>Ensuring the appetite and determination to drive the cultural changes required are in place. In order to mitigate this all key stakeholders will be engaged throughout the implementation of this change.</p>

What does this service deliver?

Customer Access Service (CAS) is the first point of contact for 60% of all incoming telephony and email enquiries to Lancashire County Council. Our Service strategic plan has been for additional services to be delivered by CAS in order to better serve the citizens of Lancashire whilst improving costs and efficiency. The service is structured and divided into two distinct operational areas:

3. Within the dedicated Social Care Centre a highly specialised and sensitive service is delivered, offering information, advice and assistance on all matters relating to Adult & Children's Social Care. Requests ranging from simple ones such as meals on wheels applications are processed all the way through to handling more complex child and adult safeguarding contacts.
4. Within the Customer Contact Centre twenty six services are delivered including: Highways, Ask HR, Libraries, NoWcard Concessionary Travel, Registration, Certificates, Waste, and Welfare Rights. Alongside these also sits a signposting service to direct customers to other agencies across the public sector, district councils and partner organisations.

Section 4

Equality Analysis Toolkit

Customer Access Service – Cash Saving Option
CAS003

Reduction of operating hours within the Social Care area of Customer Access

January

2018

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

Proposal to change the operating hours for the Social Care element of the Customer Access Service (CAS) to bring it in line with the other corporate services delivered through Customer Access. Citizens of Lancashire, partners, and other professionals are currently able to contact the authority through the CAS between 08:00 and 18:00 Monday to Friday. However, for enquiries relating to Social Care they are able to make contact through CAS between 08:00 and 20:00, 7 days a week. This proposal, if agreed, would result in a reduction of staff in CAS which would be managed in the first instance through vacancies and would follow the Lancashire County Council staffing consultation protocols.

What in summary is the proposal being considered?

Changes to the operating hours for the Social Care element of the CAS to bring it in line with the other corporate services delivered through CAS. Citizens of Lancashire are currently able to contact the authority through the CAS between 08:00 and 18:00 Monday to Friday. However, for enquiries relating to Social Care they are able to make contact through CAS between 08:00 and 20:00, 7 days a week.

Currently, contacts regarding Social Care received into CAS during normal working hours (08:00 to 17:00 Monday to Friday), are triaged by the Customer Service Advisers (CSAs), who determine what action is needed working closely with the daytime Social Work teams who operate between 09:00 and 17:00 Monday to Friday. After 17:00 Monday to Friday and at the weekends these Social Work teams are not available and the County Council have an Emergency Duty Team (EDT) who respond to any emergency enquiries relating to Social Care. The Emergency Duty Team who work between 17:00 and 08:00 Monday to Friday and all day at weekends.

Between 17:00 to 20:00 Monday to Friday and 08:00 to 19:00 Saturday and Sunday, CAS answer the EDT telephone line and transfer/log emergencies to EDT. From 20:00 to 08:00 EDT answer the telephone line themselves. CAS is offering a duplicated service during the periods of 17:00 to 20:00 Monday to Friday and 08:00 to 19:00 at weekends which means there is a duplication of resource, both CSAs and managers, required. The proposal to standardise the operating hours of the CAS into 08:00 – 18:00 Monday to Friday would generate savings and yet the citizens of Lancashire would still be able to raise emergency Social Care issues as they do now.

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

The proposal does not impact on any specific group. This proposal would affect all citizens of Lancashire experiencing a social care emergency. The effect could potentially be unnoticeable. The majority of contacts made into EDT are from other professionals and partner stakeholders (i.e. Police, NHS) who need to liaise with EDT directly.

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.

Although this proposal would affect all citizens of Lancashire the impact of the change, managed appropriately, would be seamless as this is the service already provided between 20:00 to 08:00 by EDT.

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.)

The change would mean any citizens of Lancashire wanting to report an emergency social care situation would be able to speak directly to the team responsible for dealing with those situations. Providing the service is managed appropriately by the Emergency Duty Team, as is the current model between 20:00 and 08:00, the change would be seamless.

Question 1 – Background Evidence

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

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

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

The majority of these calls that are presented to the EDT telephone line come from professionals involved or working with service users; the police and care agencies being the most common of these. As these agencies are well versed in the processes outside of 'core' hours, often reporting similar incidents on a regular basis (e.g. reporting falls or being unable to locate a service user) they prefer to speak directly with the EDT in order to resolve the situation as quickly as possible. This would model the Children's Social Care line following changes made earlier this year, where professionals speak directly to Social Workers. This has led to a reduction in follow up calls and a reduction of inappropriate referrals. The screening role that Customer Access undertake can be seen as unnecessary and an added step that they need to go through. This proposal would result in less staff in CAS, and although EDT would need to review their resource pool there would still be net savings for the authority.

On average Monday to Friday CAS handle 18 calls each evening between 18:00 and 20:00 on behalf of EDT, and 90 calls each day at the weekend.

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)

No engagement/consultation has taken place as no approval has been received to proceed with this cash savings option. The majority of calls received to report emergency Social Care situations are professionals including the Police and Care Agencies who are working during these periods and report situations on a regular basis. The service will not change for the user experience and instead of CAS answering the telephone 17:00 to 20:00 Monday to Friday and 08:00 to 19:00 Saturday and Sunday, EDT staff will take this on, in line with the model outside of these time periods.

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.

No specific group would be disadvantaged by the proposed changes as they would be applicable to all citizens of Lancashire. However the impact to staffing will need to be considered. This could also be a positive change as staff impacted would be offered to take up work patterns that are more work life balance friendly, particularly staff with caring responsibilities, staff who use public transport, etc, which would also have a positive impact on recruitment and retention.

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.

Not anticipated.

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

Continuing with the original proposal. By working closely with the EDT, the transition should be invisible to service users.

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.

Politically, this could be seen as a withdrawal of service. The communication of this change would need to be clear in that the service is not being withdrawn and that the EDT would still be dealing with emergency situations as normal. The success of this is dependent on the EDT managing the calls effectively and there should be engagement with other professional agencies to ensure they are referring into the authority in a more structured way. Work will be required with the EDT Head of Service to establish their resource needs and hand over - this could reduce the overall saving by approximately 2 FTE.

Question 7 – Balancing the Proposal/Countervailing Factors

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

The reason for this proposal is as a contribution to the cash savings programme for the authority. The savings will be generated by a reduction in the pool of team leaders and CSAs that cover at the times that EDT also have business support officers and managers covering.

Question 8 – Final Proposal

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

Changes to the operating hours for the Social Care element of the CAS to bring it in line with the other corporate services delivered through Customer Access – 08:00 – 18:00 Monday to Friday. Removing the duplication in resources handling contacts between CAS and EDT.

No specific groups are affected as the service remains in place the change is to 'the team' delivering the service at these times.

Question 9 – Review and Monitoring Arrangements

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

The effects of this proposal will be reviewed on an ongoing basis in terms of the performance of the EDT as well as feedback from key partners, i.e. Police, Health, etc.

Equality Analysis Prepared By - Terry White
Position/Role - Customer Service Manager

Equality Analysis Endorsed by Line Manager and/or Service Head- Sarah Jenkins
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

CAS006 – CUSTOMER ACCESS SERVICE – PROFESSIONAL REFERRALS

Service Name:	Customer Access Service – Professional Referrals		
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21	2020/21		
Gross budget 2017/18	£3.853m		
Income 2017/18	£0.035m		
Net budget 2017/18	£3.818m		
Savings Target and Profiling (discrete year):			
	2018/19	2019/20	2020/21
	£m	£m	£m
	0.000	0.000	-0.140
			Total
			£m
			-0.140
FTE implications:			
	2018/19	2019/20	2020/21
			Total
	0.00	0.00	-7.00
			-7.00
Decisions needed to deliver the budgeted savings	<p>Agree to implement a Social Care self-service portal for professional referrers.</p> <p>Currently professionals refer to both Adults and Children's Social Care using a variety of forms and also by telephone. Inappropriate referrals which do not meet the statutory levels are often received and mandatory information is often excluded. This results in a high percentage of work being stepped down and both Customer Access Service (CAS) and Social Care receiving repeat calls and emails. The savings illustrated are for CAS only and do not include potential savings in the Social Work teams.</p>		
Impact upon service	<p>This proposal in addition to creating savings, would improve the collaboration between key partners and stakeholders, working to agreed thresholds, and e-referrals into our electronic systems. This would support the Multi Agency Safeguarding Hub (MASH) models and the time to react to situations our most vulnerable families find themselves in.</p>		
Actions needed to deliver the target savings	<p>Define exact details of restructure and impact assess the proposal.</p> <p>Link to technology that can help delivery.</p>		

	<p>Agree timescales and communicate out within the business, including any formal consultation needed.</p> <p>The size and scope of this option should not be underestimated, and this proposal will cut across technology and cultures.</p> <p>This option will be a huge benefit to LCC, resulting in professionals referring consistently to the agreed thresholds. Implementing a robust self-service pathway for professionals and only accepting referrals via this method would reduce the contact capacity within Customer Access significantly. Initial investment would be required to implement a robust self-service option but this would align to the corporate digital strategy and generate ongoing savings. The referrals in the main could be presented directly to the Social Work teams with the confidence that they contain sufficient details.</p> <p>This strategy would require communication with and engagement from our partner agencies and would need to be a county wide policy as challenges and negative feedback would be generated, particularly in the early stages of implementation. This would deliver savings in the Social Work teams as well as the Customer Access Service.</p> <p>The above savings will only be realised following the successful deployment of a technology solution which would be a dynamic e-referral web form that could integrate with Liquid Logic. Costs would also be incurred (in addition to the technical solution) for staffing to implement the technology.</p>
<p>What are the risks associated with this saving and how will they be mitigated</p>	<ul style="list-style-type: none"> • Technology. • Buy in from external stakeholders. • Cultural change in Adults and Children's Services. <p>In order to mitigate these risks the following will be put in place:</p> <ul style="list-style-type: none"> • Agree decision making and governance. • • Realistic programme of work. • The proposal would require an extensive scoping exercise and the design and development of a

	<p>technological solution. Engagement with other agencies during this phase would be key.</p> <p>Even with a robust pre-implementation plan a period of snagging would be required to ensure the solution is working as expected for both the customer and Lancashire County Council and that referrals are being received as expected.</p>
--	---

What does this service deliver?

Customer Access Service (CAS) is the first point of contact for 60% of all incoming telephony and email enquiries to Lancashire County Council. Our Service strategic plan has been for additional services to be delivered by CAS in order to better serve the citizens of Lancashire whilst improving costs and efficiency. The service is structured and divided into two distinct operational areas:

1. Within the dedicated Social Care Centre a highly specialised and sensitive service is delivered, offering information, advice and assistance on all matters relating to Adult & Children's Social Care. Requests ranging from simple ones such as meals on wheels applications are processed all the way through to handling more complex child and adult safeguarding contacts.
2. Within the Customer Contact Centre twenty six services are delivered including: Highways, Ask HR, Libraries, NoWcard Concessionary Travel, Registration, Certificates, Waste, and Welfare Rights. Alongside these also sits a signposting service to direct customers to other agencies across the public sector, district councils and partner organisations.

Section 4

Equality Analysis Toolkit

Customer Access Service – Cash Savings Option
CASoo6

Implementation of Social Care Professional Self Service Portal

January 2018

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 implement a Self Service Portal that will allow professionals and other key partners to make referrals into Social Care for assessments and support for the citizens of Lancashire, including Early Help services and Safeguarding Adults – all of whom we receive referrals from in a variety of inconsistent sources. This will be a digital service that will replace the paper-based referrals currently received and reduce the additional time and effort required to manage these.

This proposal, if agreed, would see a reduction in staff within CAS which could be up to 7 FTE. This would be managed through vacancies and using the LCC consultation protocols, including redeployment arrangements where applicable.

What in summary is the proposal being considered?

To implement a Self Service Portal that will allow professionals to make referrals into Social Care for assessments and support for the citizens of Lancashire. Currently professionals will refer into both Adults and Children's Social Care using a variety of forms or via telephone. This can result in inappropriate referrals which do not meet the statutory levels for support or referrals which contain insufficient information that require extensive information gathering from both Customer Access Service (CAS) and Adults / Children's Social Care. This can be a time consuming, and as a result, costly process.

This proposed change will be a huge benefit to Lancashire County Council, resulting in professionals referring consistently to the agreed thresholds. Implementing a robust self-service pathway for professionals and only accepting referrals via this method would reduce the contact capacity within Customer Access significantly. Initial investment would be required to implement a robust self-service option but this would align to the corporate digital strategy and generate ongoing savings. The referrals in the main could be presented directly to the Social Work teams with the confidence that they contain sufficient details.

This proposal, in addition to creating savings, would improve the collaboration between key partners and stakeholders while working to agreed thresholds. It would support the MASH models and the time to react to situations our most vulnerable families find themselves in.

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

The proposal would affect people in the same way as it would be a standard referral pathway for all professionals wishing to make referrals into Lancashire's Social Care services.

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.

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.)

The proposed change would not have a direct impact on any of the protected characteristics although engagement from professionals would be required in order to ensure that no group are indirectly impacted.

This proposal will be positive in terms of responding to referrals for service users, as this will speed up the process, and will also benefit from key facts and information being a mandatory element of the form. In terms of professionals using the new portal, guidance will be given on any new system as part of its implementation. Also, in scoping for the new technology, consideration will be given to compatibility of any new system with assistive technology used by disabled employees – e.g. equipment

used by visually impaired, dyslexic or other employees would need, wherever possible, to function with any new system.

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.

Different professional agencies use their own forms / methods of referring into Adult Social Care and in many cases, Children's Social Care. Often the forms used are not fit for purpose as they do not contain mandatory information and require outbound calls to be made in order to gather additional information. As the professionals who are making these referrals are also handling their own case work they are not always readily available to provide the missing information, which at times adds further delays into the process and getting the referral to the appropriate Social Work team.

Lancashire Constabulary use their own system to refer into Social Care, as do the Northwest Ambulance Service. The NHS use a variety of paper based forms, from hospital discharges to ordering occupational therapy equipment which are often handwritten and sometimes difficult to translate. These all require deciphering and manually rekeying into the Lancashire County Council Social Care systems (Liquid Logic).

Carer's services also use paper forms as do housing associations and care agencies. None of the forms align to the Liquid Logic systems and are based on the information they presume is relevant to provide, not the information that Social Care services require.

GPs will write to request an assessment of a person without any details of the reasons for the referral and without the person's consent. This can result in inappropriate and unwanted referrals which are time consuming and result in repeat contacts into Customer Access.

The proposal could result in an improved service for the public as outcomes from referrals might be speeded up. Given that these are social care related referrals the age (younger and older people) disabled people and pregnancy and maternity protected characteristics could be expected to be the most affected as they are more likely to be recipients of social care.

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)

Limited prior engagement with various agencies has occurred previously at an operational level and there was some resistance to change.

However agreement would be needed by the associated safeguarding boards for both Adults and Children and following this arrangements for consultation could be defined.

Some agencies would welcome the change as it would be more efficient for them and it would align to the digital transformation of all organisations.

Prior to any consultation with external stakeholders, the Adult and Children services will need to work closely with BTLS, Core Systems and the Web team to design an e-referral form, which aligns to Liquid Logic. Work is already taking place regarding the Early Help models (including systems) – this proposal would also need consideration at this the board for this project.

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.

No specific group would be impacted directly by the proposed change but engagement throughout with all partners and professional referrers would be required to ensure that groups with protected characteristics are not indirectly impacted. If an organisation were to be resistant towards the adopted referral pathway it could lead to a delay in the referral of a service user.

Consideration is needed regarding the authorities Public Sector Equality Duty (PSED) and relating this to the scope of any associated technology.

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.

There are no known issues that might combine with this proposed change to have a cumulative effect but each agency will have their own technology roadmap and their plans may clash with this. It is important that from a strategic level that Lancashire County Council are clear in what the requirements are for referring someone for one of their services.

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

Continuing with the original proposal. The proposal would require an extensive scoping exercise and the design and development of a technological solution. Engagement with other agencies during this phase would be key.

Even with a robust pre-implementation plan a period of snagging would be required to ensure the solution is working as expected for both the customer and Lancashire County Council and that referrals are being received as expected.

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.

Although this should be seen as a step forward into the digital era there will undoubtedly be some resistance to change at an operational level within different organisations, particularly large organisations such as the NHS which have multiple departments and complex communication requirements. It is essential that buy in is received at the appropriate level for not only the acceptance of the change but also of the need to ensure the change is fully adopted throughout the organisation. They will need the appetite and vision to see the positive impact pan-Lancashire not just for Lancashire County Council.

As the change would not affect non-professionals there would be limited political implications from the general public and they would still be able to request help and support from all access channels.

The impact to staff who currently key the referrals into the system – the first option is to manage this through vacancies, using the LCC consultation protocols and redeployment arrangements where applicable.

Consideration for guidance and support of professionals and other stakeholders who will be referring through this channel to ensure that the experience is positive and all mandatory data is collected through the on line form.

Question 7 – Balancing the Proposal/Countervailing Factors

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

The reason for this proposal is as a contribution to the cash savings programme for the authority. The savings will be generated by a reduction in the pool of CSAs that currently re-key email/other referrals from professionals and other key partners, and also reduce the time spent trying to retrieve mandatory information missing from the referrals.

Providing the change is carefully managed the impact on the citizens of Lancashire could be minimal and it would be viewed as a progressive step towards Lancashire County Council's digital agenda.

Question 8 – Final Proposal

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

To implement a Self Service Portal that will allow professionals to make referrals into Social Care for assessments and support for the citizens of Lancashire. This will be a digital service that will replace the paper-based/email referrals currently received and reduce the additional time and effort required to manage these.

Question 9 – Review and Monitoring Arrangements

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

The effects of this proposal will be reviewed on an ongoing basis in terms of the take up from each agency, the volume of referrals received and the need for additional information gathering required.

The performance of Customer Access would also be assessed against previous performance in this area to ensure the proposed financial and staffing benefits are realised.

Equality Analysis Prepared By - Terry White
Position/Role - Customer Service Manager

Equality Analysis Endorsed by Line Manager and/or Service Head – Sarah Jenkins
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

CAS007 – CUSTOMER ACCESS SERVICE – INTERNAL ASK HR SELF SERVICE

Service Name:		Customer Access Service – Internal Ask HR Self Service	
Which 'start year' does this option relate to 2018/19, 2019/20 or 2020/21		2018/19	
Gross budget 2017/18		£3.853m	
Income 2017/18		£0.035m	
Net budget 2017/18		£3.818m	
Savings Target and Profiling (discrete year):			
2018/19	2019/20	2020/21	Total
£m	£m	£m	£m
-0.174	0.000	0.000	-0.174
FTE implications:			
2018/19	2019/20	2020/21	Total
-7.00	0.00	0.00	-7.00
Decisions needed to deliver the budgeted savings		<p>Agree to implement a self-service option for internal customers for Ask HR.</p> <p>The Ask HR service has the highest service level agreement (95% calls answered) with contacts generated entirely from internal Lancashire County Council employees, 65% regarding corporate HR and 35% from schools. Enforcing self-service for the corporate element, facilitated through improved online guidance and escalated through managers would generate savings within the Customer Access Service. In 2016/17 84k calls were made to the Ask HR line, of these 54K were made by LCC staff. A further 43K email enquiries were also received.</p>	
Impact upon service		<p>If managed in line with the other options proposed by Customer Access Service and the technology implementation. This approach will require cultural change for Lancashire County Council staff to be reminded to use the Intranet at the first point of contact. This transition could be supported by the Web Chat tool within CA, supporting users to navigate. Initial work to re-design and re-build resources would be required as would communication and engagement with all Lancashire County Council employees.</p>	

<p>Actions needed to deliver the target savings</p>	<ul style="list-style-type: none"> • Agreement from HR Services (Corporate and BTLS). The intranet would need to be updated to enable user friendly self-service options, the information and guidance is clear, and related transactions can be completed at information source within the intranet. Users should be able to track the progress of their transaction electronically, for example job advert executed, new post set up etc. • Communication to all staff • Introduction of Web Chat to transition self -service in a supported manner. • The 'HR Front Door Board' would need to be re-focused to scope the work needed to, the technology, it may be appropriate to pilot the approach on one of the frequently asked topics, - i.e. queries around pay or leave. Board members previously included representation from Corporate HR, BTLS, CAS and Core systems.
<p>What are the risks associated with this saving and how will they be mitigated</p>	<p>Ensuring that the relevant aspects of the intranet is fit for purpose</p> <p>Agreeing a process for progressing exceptions</p> <p>Ensure that the proposal is only implemented with the dependencies</p> <p>The reliance on option delivering the savings should not be underestimated, if the technology, guidance and self-service tools are not simple and innovative, users will find workarounds which could result in additional work for other teams, BTLS and Corporate HR. This option will need to involve training for managers, and buy in from Executive Directors to be accountable through their Directors and Heads of Service. The flows between the self- service information and guidance will need to be seamless between the policies managed by Corporate HR and the transactions managed by BTLS, with an end to end review of key tasks undertaken by managers, recruit a new member of staff, set up the appropriate system logins, and refer to OHU etc.</p>

What does this service deliver?

Customer Access Service (CAS) is the first point of contact for 60% of all incoming telephony and email enquiries to Lancashire County Council. Our Service strategic plan has been for additional services to be delivered by CAS in order to better serve the citizens of Lancashire whilst improving costs and efficiency. The service is structured and divided into two distinct operational areas:

1. Within the dedicated Social Care Centre a highly specialised and sensitive service is delivered, offering information, advice and assistance on all matters relating to Adult & Children's Social Care. Requests ranging from simple ones such as meals on wheels applications are processed all the way through to handling more complex child and adult safeguarding contacts.
2. Within the Customer Contact Centre twenty six services are delivered including: Highways, Ask HR, Libraries, NoWcard Concessionary Travel, Registration, Certificates, Waste, and Welfare Rights. Alongside these also sits a signposting service to direct customers to other agencies across the public sector, district councils and partner organisations.