

Lancashire County Council

Cabinet

Thursday, 5th November, 2020 at 2.00pm to be held as a Virtual Skype Meeting

Agenda

Part I (Open to Press and Public)

No. Item

1. Apologies for Absence

2. Disclosure of Pecuniary and Non-Pecuniary Interests

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

3. Minutes of the Meeting held on 1 October 2020 (Pages 1 - 6)

Matters for Decision:

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

4. Money Matters 2020/21 Position - Quarter 2 (Pages 7 - 66)

5. Procurement Report (Pages 67 - 74)

6. Request Approval to Extend Existing Contracts in Response to Covid 19 (Pages 75 - 84)

The Deputy Leader of the County Council and Cabinet Member for Highways and Transport - County Councillor Keith Iddon

7. Blackburn Cathedral Council - Appointment of a County Council Representative (Pages 85 - 86)

8. Transport Asset Management Plan End of Phase 1 Review (Pages 87 - 92)

The Cabinet Member for Adult Services - County Councillor Graham Gooch

9. Adult Social Care Winter Plan 2020/21 (Pages 93 - 118)

Matters for Information:

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

The following urgent decision had been taken by the Leader of the County Council in accordance with Standing Order C16(1) since the last meeting of Cabinet, and can be viewed by clicking on the relevant link.

[The Establishment of a County Council Champion for Mental Health](#)

11. Urgent Business

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

12. Date of Next Meeting

The next meeting of Cabinet will be held on Thursday 3 December 2020 at 2.00pm.

13. Notice of Intention to Conduct Business in Private

No representations have been received.

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

14. Exclusion of Press and Public

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

Part II (Not Open to Press and Public)

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

15. Proposal for a New Sporting Campus in Central Lancashire (Pages 119 - 130)

Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

16. Operational Premises (Pages 131 - 134)

Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The Cabinet Member for Economic Development, Environment and Planning - County Councillor Michael Green

17. Eden Project North (Pages 135 - 152)

Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

18. Clean Energy and Technology Diversification Fund (Pages 153 - 158)

Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Angie Ridgwell
Chief Executive and Director of
Resources

County Hall
Preston

Lancashire County Council

Cabinet

Minutes of the Meeting held on Thursday, 1st October, 2020 at 2.00 pm in Skype Virtual Meeting - Skype

Present:

County Councillor Geoff Driver CBE

Leader of the Council
(in the Chair)

Cabinet Members

County Councillor Keith Iddon
County Councillor Albert Atkinson
County Councillor Michael Green
County Councillor Phillippa Williamson
County Councillor Peter Buckley
County Councillor Graham Gooch
County Councillor Shaun Turner

County Councillor Azhar Ali and County Councillor John Fillis were also in attendance under the provisions of Standing Order No. C14(2).

1. Apologies for Absence

There were no apologies.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

None declared.

3. Minutes of the Meeting held on 3 September 2020

Resolved: That the minutes of the meeting held on 6 August 2020 be confirmed as a correct record and signed by the Chair.

4. Procurement Report

Cabinet considered a report seeking approval to commence the following procurement exercises in accordance with the county council's procurement rules:

- i. Supply of groceries, drinks and frozen food products
- ii. Grounds maintenance services
- iii. Waste concessions contract

Resolved: That the commencement of procurement exercises for the following be approved:

- i. Supply of groceries, drinks and frozen food products
- ii. Grounds maintenance services
- iii. Waste concessions contract

5. Changes to Winter Service Plan

Cabinet considered a proposal to amend Winter Service Policy 9 to adopt the spread rates contained in the national guidance, as set out in Appendix 'A' of the report.

Resolved: That;

- i. The changes to Winter Service Policy 9, as detailed in Appendix 'A' be approved; and
- ii. The Director of Strategy and Performance be authorised to agree the changes to the Winter Service Plan in consultation with the Deputy Leader and Cabinet Member for Highways and Transport.

6. Lancashire Street Charter Pilot

Cabinet received a report to approve the Street Charter, as set out in Appendix 'A' of the report, as an advice document to inform public realm work in the Preston City area as a pilot scheme and to engage with the remaining 11 district councils in Lancashire with a view to agreeing similar approval of the Street Charter.

In presenting the report, it was noted that a revised version of Appendix 'B' of the report had been provided to members. The revised version had replaced the existing version on the published agenda on the council's website.

Resolved: That, the Lancashire Street Charter is used as an advice document to inform public realm work in Preston City as a pilot scheme and to engage with the other District Councils and seek to agree similar approval of the Street Charter, be approved.

7. Developing the Approach and Provision for Children and Young People with Special Educational Needs and Disabilities

Cabinet considered a report setting out the initial work completed to progress specific projects that are part of the SEND Sufficiency Strategy, which was approved by Cabinet at its meeting on 16 January 2020.

These projects related to the development of special educational needs units attached to mainstream schools, and the development of more special school places through the relocation and expansion of Broadfield Specialist School and the expansion of Sir Tom Finney Community High School.

It was noted that the financial implications of the proposals are set out in Appendix 'D' of the report and was listed at item 17 in the "Part II" section of the agenda.

Resolved: That;

- i. The SEND Sufficiency Strategy, further to consideration of the responses that have been provided during the period of consultation be approved;
- ii. Subject to (i) above the results of informal non-statutory consultations and feasibility design work for the six capital projects identified in (iii) and (iv) below be considered.
- iii. Subject to (i) above, the publication of statutory proposals for four special educational needs units to be attached to mainstream primary schools and the implementation of a four week representation (formal consultation) period for each of these projects be approved;
- iv. Subject to (i) above, the publication of statutory proposals for the expansion and relocation of Broadfield Specialist School and the expansion of Sir Tom Finney Community High School, and the implementation of a four week representation (formal consultation) period for both of these proposals be approved;
- v. Subject to (i) above, another round of expressions of interest from mainstream schools, to develop more on-site special educational needs units for children and young people with social, emotional and mental health needs or autism spectrum disorders be approved;
- vi. The streamlined approach for seeking Cabinet approval for prescribed alterations to schools be approved; and
- vii. Subject to (vi) above, the Executive Director for Education and Children's Services be authorised, in consultation with the Cabinet Member for Children, Young People and Schools, to approve an interim stage within the process of making a prescribed alteration to schools, noting that approval to initiate the process for making prescribed alterations and for making the final decision about whether the prescribed alteration is made would remain with Cabinet.

8. Alternative Provision Strategy

Cabinet received a report on the alternative provision for children and young people in Lancashire. The report provided and an overview of the alternative provision that is currently available across the county, how it is being used and the potential impact it may have on key outcomes for children and young people.

Resolved: That;

- i. The information set out in this report which provides an overview of the current situation in Lancashire with respect to alternative provision and key outcomes in comparison with England be considered;
- ii. Approaches and recommendations that have been set out in the report in relation to alternative provision be considered; and
- iii. The proposed Alternative Provision Strategy, as set out at Appendix 'A' that has been developed to align with existing strategies within Lancashire to support children and young people with additional needs be approved.

9. Revised Terms of Reference - Cabinet Working Group for Museums

Cabinet received a proposal to make changes to the Terms of Reference of the Cabinet Working Group for Museums following a decision by Full Council that secured further funding for Queen Street Mill Museum, Helmshore Textile Mills Museum and the Conservation Studio.

In presenting the report, it was noted that the Cabinet Working Group for Museums at its meeting on 30 September 2020, requested an amendment to the Terms of Reference of the committee. The amendment was to add the following to the Roles and Functions, listed in the Terms of Reference, "Consider the recruitment, training and re-training of technicians and apprentices for the technical jobs in the mills and also look to current and forthcoming government funded schemes in support of a sustainable future for all our museums."

Resolved: That, the revised Terms of Reference for the Cabinet Working Group for Museums as set out in Appendix 'A' of the report be approved subject to the addition of the following point in the Terms of Reference, "Consider the recruitment, training and re-training of technicians and apprentices for the technical jobs in the mills and also look to current and forthcoming government funded schemes in support of a sustainable future for all our museums."

10. Central Lancashire Integrated Care Partnership Governance Update

Cabinet received a report detailing the revised governance structure for the Central Lancashire Integrated Care Partnership.

Resolved: That;

- i. The revised governance structure for the Central Lancashire Integrated Care Partnership as set out at Appendix 'A', and for the update to be shared within the county council be approved; and
- ii. Support for the development of the Central Lancashire Integrated Care Partnership, through representation on relevant Boards and/or Committees, be continued.

11. Urgent Decisions taken by the Leader of the County Council and the relevant Cabinet Member

Resolved: That the urgent decision taken by the Leader of the County Council and relevant Cabinet Members since the last meeting of Cabinet, be noted.

12. Urgent Business

There were no items of Urgent Business.

13. Date of Next Meeting

It was noted that the next meeting of Cabinet would be held at 2pm on Thursday 5 November 2020 as a virtual meeting.

14. Notice of Intention to Conduct Business in Private

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

15. Exclusion of Press and Public

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

16. Required Infrastructure Upgrades on the Platt's Lane Closed Landfill Site, Burscough and the Pimbo Closed Landfill Site, Skelmersdale

Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Cabinet received a report on the required infrastructure upgrades on the Platt's Lane closed landfill site and the Burscough and the Pimbo closed landfill site, Skelmersdale.

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

17. Appendix D of Item 7 - Developing the Approach and Provision for Children and Young People with Special Educational Needs and Disabilities

Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Resolved: That, Appendix D of Item 7 - Developing the Approach and Provision for Children and Young People with Special Educational Needs and Disabilities, be noted.

18. Financial Resilience of the Care Home Sector

Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Cabinet received a report on the financial resilience of the Care Home sector.

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

Angie Ridgwell
Chief Executive and
Director of Resources

County Hall
Preston

Report to the Cabinet

Meeting to be held on Thursday, 5 November 2020

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

Electoral Division affected:
(All Divisions);

Money Matters 2020/21 Position - Quarter 2

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

Contact for further information:

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Executive Summary

This report provides an update to Cabinet on the county council's 2020/21 revenue and capital financial position, as at the end of September 2020, and an updated medium term financial strategy (MTFS) covering the period 2021/22 to 2023/24.

There is ongoing and unprecedented uncertainty in relation to future local government funding and the financial impact of the Covid-19 emergency has exacerbated the problem.

Accordingly, significant assumptions are required to underpin our forecasts. While these can be made with a level of confidence in the current year, over the medium term, with limited information, we rely heavily on advice from national bodies, benchmarking and discussion with peers.

Whilst a multi-year Spending Review was originally expected, the Chancellor and the Prime Minister have now decided to conduct a one-year Spending Review, setting department's resource and capital budgets for 2021/22 only, in order to prioritise the response to Covid-19 and focus on supporting jobs. The exact date of the Spending Review has not been confirmed yet but will conclude in late November and this and the subsequent settlement may have a significant impact on the forecast gap in 2021/22 given the clear recognition now that financial pressures relating to Covid-19 will continue into 2021/22 and beyond.

Whilst the quarter 2 forecast presents a small underspend of £2.017m for the current financial year, there remains a level of uncertainty about the longer term impacts of the ongoing pandemic. There will certainly be ongoing impacts relating to the collection fund that force a pressure, currently estimated at £6.9m per annum, into the next three years.

The wider impacts on economic activity remain uncertain at present and as a result we have assumed no growth in our tax base and share of non-domestic rates for 2021/22 the effects of which impact significantly upon our MTFS.

Any latent impact on price or demand for our services also remains unclear.

The current MTFS indicates an aggregated funding gap of £78.791m by 2023/24, a small decrease of £0.515m from the previously reported position.

In summary:

- (i) The 2020/21 revenue forecast outturn is £842.834m, representing a projected underspend of £2.017m (0.24%) of the agreed budget.
- (ii) The MTFS has been updated for our current expectations of levels of funding, savings delivery, demand and inflation.
- (iii) At Cabinet in September 2020 the MTFS showed a deficit of £79.306m in 2023/24. The forecast now indicates a financial deficit of £78.791m by 2023/24.
- (iv) The council is forecast to hold a General Reserve against unforeseen issues of £23.437m representing circa 3% of net budget, which is unchanged from the previously reported position.
- (v) The council is forecast to hold £151.241m of uncommitted transitional reserve at the end of the financial year. This is sufficient to meet the forecast gap for financial years 2021/22 and 2022/23 only.

Recommendation

Cabinet is asked to:

- (i) **Note** the current forecast underspend of £2.017m on the revenue budget in 2020/21.
- (ii) **Note** the revised funding gap of £78.791m covering the period 2021/22 to 2023/24 as set out in the revised financial outlook forecast for the council.
- (iii) **Note** the contents of the county council's reserves position.
- (iv) **Note** the revised 2019/20 capital delivery programme of £157.929m as presented within the body of the report and the forecast outturn of £128.475m.

Background and Advice

The detailed reports present the quarter 2 position and are appended as follows:

- Appendix A - the 2020/21 forecast revenue position.
- Appendix B - revised medium term financial strategy for the period 2021/22 to 2023/24, including reserves position.
- Appendix C - the 2020/21 re-profiled capital delivery programme and forecast outturn.

2020/21 Revenue Position as at 30 September 2020 (Appendix A)

A revenue underspend is currently forecast at £2.017m and represents a variance of 0.24% against the overall revenue budget of £844.851m. The forecast outturn position is subject to a number of assumptions around the anticipated profile of expenditure for the rest of the year which, as always, is difficult to predict in some demand led budget areas. The report identifies those areas where forecast pressures exist and will be subject to ongoing detailed review. There are also a number of underspending service areas and where these have been validated as reflecting a level of recurrent underspend these have been picked up as management action savings within the MTFS. The focus will remain on continuing to tightly control and drive down costs wherever possible.

The savings that have been agreed to date are also closely monitored, with a total of £51.196m included in in 2020/21. The financial position at the end of quarter 2 has an assessment of 51.3% of all agreed savings rated as on track. The Council's activity in response to Covid-19 has necessarily moved focus away from savings initiatives thereby delaying the impact of the activity and therefore savings needing to be re-profiled in a number of cases.

The medium term financial strategy (MTFS) and reserves position (Appendix B)

The previous updated MTFS reported to Cabinet in September a forecast funding gap of £79.306m by 2023/24. The updated funding gap contained within the report has decreased to £78.791m by 2023/24 primarily as a result of an updated view of the impact of Covid-19 on our funding, and the re-profiling of some savings.

The value of the uncommitted transitional reserve is currently forecast to be £151.241m by the end of March 2021. This does not include the impact of any variation as a result of the final 2020/21 outturn position. The value of the uncommitted transitional reserve is currently forecast to be sufficient to meet the identified funding gaps for financial years 2021/22, 2022/23 and partway through 2023/24, but the intention is to identify further savings, thereby securing a sustainable financial position for the council.

Capital delivery programme for 2020/21 (Appendix C)

A 2020/21 capital delivery programme of £133.842m was agreed at Full Council in February 2020. This was based on the best forecast available at that point in time

with the need to review and update to reflect the impact of the final 2019/20 outturn position and associated slippage and advance delivery, additions to the programme subsequently agreed by Cabinet and an updated assessment of deliverability within the year.

The review resulted in the 2020/21 capital delivery programme increasing to £149.510m by the end of quarter one and subsequent additions agreed by Cabinet have further increased the delivery programme to £157.929m. Forecast delivery is £128.745m, a variance of £29.184m primarily as a result of slipped delivery with a risk that this will increase over the remainder of the financial year dependent on a number of factors, the most significant being the impact of Covid-19 on resources, supply chain and delivery.

Consultations

N/A

Implications:

Risk management

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

The financial risks and opportunities that could affect the position outlined in the report primarily cover the following areas. Many of these risks equally present opportunities:

Level of Future Resources from Central Government

Risks remain in relation to the level of resources the council receives from the government in terms of support for the additional pressures as a result of the Covid-19 pandemic, revenue support grant, social care grant, business rates and the fairer funding settlement which has been delayed for a further year. At this point in time there is insufficient detailed information regarding the changes to be certain of the funding assumptions within the MTFS. We will continue to monitor government guidance and await the outcome of the Spending Review in the autumn and will update the MTFS accordingly. As a result of these uncertainties we have modelled various scenarios on the most likely funding scenario. Future funding levels could therefore be higher or lower than currently forecast.

Demand

There is continued pressure on the council's budget, particularly around adult and children's social care, and the most up to date demand forecasts have been included. Any increase in demand above the current forecast will add additional

pressure to future years and conversely reductions in demand will create underspends.

Inflation

A significant level of additional resource has been included in the MTFS, primarily on contractual price increases and particularly on social care where there are nationally recognised funding issues in the residential and domiciliary care markets. In addition, the MTFS includes estimates of the cost of increases that would enable independent sector providers to meet the additional costs of the national living wage.

Delivery

The MTFS assumes that agreed savings including those delayed as a result of Covid-19 will be delivered in the period 2021/22 to 2023/24. There are also a significant number of other factors, both internal and external, which may impact upon delivery and these will need to be clearly identified and either minimised or optimised as appropriate.

Legal

Please note that matters referred to in this financial forecast will be subject to council consideration where appropriate.

List of Background Papers

Paper	Date	Contact/Tel
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None		
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Reason for inclusion in Part II, if appropriate		
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N/A		
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Money Matters
The County Council's Revenue Financial
Position
2020/21 Quarter 2



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1. Summary Revenue Budget Monitoring Position as at 30th September 2020

Service Area	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Variance
	£m	£m	£m	%	£m
ADULTS	364.934	366.448	1.514	0.41%	2.019
POLICY, INFORMATION, COMMISSIONING AND SAFEGUARDING	7.627	7.702	0.075	0.98%	0.091
PUBLIC HEALTH & WELLBEING	-5.212	-4.677	0.535	10.26%	-2.169
EDUCATION AND CHILDREN'S SERVICES	200.933	207.926	6.993	3.48%	7.691
GROWTH, ENVIRONMENT & PLANNING	4.890	4.814	-0.076	-1.55%	-0.404
HIGHWAYS AND TRANSPORT	65.774	73.380	7.606	11.56%	10.900
ORGANISATIONAL DEVELOPMENT AND CHANGE	2.237	2.182	-0.055	-2.46%	0.000
WASTE MGT	65.965	65.257	-0.708	-1.07%	-0.408
FINANCE	43.310	43.102	-0.208	-0.48%	-0.193
CORPORATE	18.857	19.745	0.888	4.71%	0.473
STRATEGY AND PERFORMANCE	32.973	36.886	3.913	11.87%	2.537
CHIEF EXECUTIVE SERVICES	42.563	20.069	-22.494	-52.85%	-16.800
TOTAL	844.851	842.834	-2.017	-0.24%	3.737

2. Executive Summary

This report provides an update to Cabinet on the county council's 2020/21 revenue financial position as at the end of September 2020. The forecast outturn for 2020/21 is outlined in the table above, with a £2.017m underspend forecast, which by way of context is 0.24% of the county council's net budget and reflects a small improvement from the position previously reported as at the end of June.

Forecasting in the current climate is challenging as while the financial impacts of the Covid crisis are the biggest single factor impacting on our financial performance this year, there remain other factors of uncertainty in our forecast which will continue to be kept under review as we progress through the year.

While it is clear that there are financial pressures as a result of the crisis there are also opportunities to offset some of these. At this point in the financial year we have limited activity to forecast from, however demand on adult social care is lower than budgeted, due to a number of factors including lockdown, social distancing measures and the impact of the acute health sector commissioning some residential placements as part of NHS funded scheme to create capacity in hospitals in support of the crisis. Longer term, we do not expect these factors to drive permanent reductions and expect a drift back up in demand as a new normal settles post Covid.

In addition to current lower than budgeted demand levels, we have some benefits from the current remote working arrangements with costs such as building occupancy, printing and mileage being reduced. We also have significant treasury management gains (£22.002m) which are helping to mitigate some of the forecast pressures, without which the forecast position would be an overspend of £19.985m.

These factors have led to the Q2 forecast being a relatively small underspend although the impact of pent up demand cannot be assessed with any certainty at the moment and volatility in actual demand could lead to a significant variance from the currently forecast level as time goes by.

The forecast is based on actual expenditure and income during the first half of the financial year, combined with budget holder knowledge of anticipated activity over the rest of the year and trends from previous years. It has been produced before the winter period which can lead to significant fluctuations in demand for services. The position that is reported reflects our most robust forecast at this stage. However, there are some volatile, primarily demand led, service areas that could see their forecast fluctuate both positively and negatively during the rest of the financial year. Areas such as adults and children's social care, recycle income, concessionary travel and treasury management are areas that are particularly closely monitored as fluctuations across these areas are most likely to materially impact the forecast position.

At the time of writing this report Government have announced £1bn of additional Covid funding across all councils and Lancashire has entered new "Tier 3" restrictions. Actual allocations to individual councils are to be announced and the impact of this additional funding and associated expenditure has not therefore been factored into this report.

As part of the forecast above, analysis is also completed of some key cross cutting areas within service budgets, particular analysis is undertaken on staffing budgets as they represent approximately half of the council's net budget. The overall staffing forecast is currently broadly in line with budget. Services such as mental health and the children, family and wellbeing service currently have relatively high levels of vacancies but continue to undertake recruitment campaigns during 2020/21 and therefore their underspends are not expected to be recurrent.

The savings that have been agreed to date are also closely monitored, with a total of £51.196m forecast to be delivered in 2020/21. The financial position at the end of quarter 2 has an assessment of 51.3% of all agreed savings rated as on track. The Council's activity in response to Covid-19 has necessarily moved focus away from savings initiatives thereby delaying the impact of the activity and therefore savings needing to be re-profiled in a number of cases.

3. Adult Services

	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Variance
	£m	£m	£m	%	£m
DISABILITY (adults)	0.396	1.759	1.363	344.19%	1.511
Learning Disabilities, Autism & Mental Health	175.866	180.295	4.429	2.52%	3.619
RESIDENTIAL & DAY CARE SERVICES FOR OLDER PEOPLE	-0.301	4.213	4.514	-1499.67%	3.337
SOCIAL CARE SERVICES (adults)	188.973	199.364	10.391	5.50%	7.783
Total	364.934	385.631	20.697	5.67%	16.25
Share of unallocated COVID-19 emergency monies	0.000	-19.183	-19.183		-14.231
TOTAL ADULTS	364.934	366.448	1.514	0.41%	2.019

Adult Services – forecast overspend £1.514m

The largest elements of the overall forecast overspend across the Adult Services Directorate relate to volatility on demand across services, staffing pressures as a result of the impact of Covid-19 across the county. Furthermore there are delays in savings as a result of focussing resource on response to the pandemic.

The most significant variances within the directorate are as follows:

Disability Service (Adults) – forecast overspend £1.363m

This is predominantly due to budgeted savings on remodelling the supported living service, delayed due to the Covid-19 pandemic.

Learning Disability, Autism & Mental Health – forecast overspend £4.429m

This is as a result of variances in learning disability and autism which has a forecast staffing underspend of £856,840 as the service currently has 21.7fte vacancies. Commissioned services are forecasting a net budgetary pressure of £2.925m due to the impact of Covid-19, with the most significant being a forecast overspend of £4.414m in domiciliary care offset by underspends in residential and nursing care. In addition there are pressures due to underachievement of savings of £2.287m, again due to the pandemic. There is a further forecast overspend of £3.400m due to current and historic void claims. These pressures are partially mitigated by net additional income of £1.807m predominantly from joint funded health claims.

Mental health forecast underspend £1.520m, predominantly due to staffing underspends of £1.265m.

Residential and day care services for older people – forecast overspend £4.514m

The service operates with a gross budget of £22.806m and has an income target of £23.107m resulting in a net budget of -£0.301m.

The service has experienced staffing and agency pressures and this situation has been exacerbated as a result of Covid-19. Despite the use of the auxiliary workforce which also included the use of day centre staff and volunteers, the service has had to call on a high level of agency workers to cover for sickness absence. The overspend on staffing is forecasted to be £1.460m by the year end. The service is also experiencing a covid related pressure due to a reduction in income from residents, occupancy has reduced from c.600 to c.500 resulting in an income short fall from residents expected to be £2.202m at year end. The service is also experiencing an overspend brought about by higher cleaning costs. These budget pressures are offset by Infection Control Grant monies received of c£1.000m however the service is still expected to overspend overall by £4.514m.

Social care services (adults) - forecast overspend £10.391m

Residential care is forecast to overspend by £2.400m mainly due to pressures brought forward from 2019/20 relating to delayed savings, which have increased further due to the ongoing pandemic. These pressures are offset by reduced costs as a result of lower than expected levels of service users within residential care (offset by reduced service user income). Nursing care is forecasted to underspend by £3.547m due to a reduction in number of service users.

Non-residential care has an overspend of £11.424m predominantly due to the under-delivery of savings within domiciliary care and reduced health income as the acute sector is currently commissioning and paying for care packages under emergency discharge funding procedures. The budget savings targets were challenging in 2019/20 and the current Covid-19 pandemic has only served to exacerbate the matter. In addition, non-residential care has seen increasing demand across both domiciliary care and direct payments. There are smaller underspends reported across day care and other services.

As part of the winter plan additional expenditure has been agreed of c£4.700m to increase capacity for crisis care, reablement and staffing in order to enable hospital discharge and avoidance. It was agreed that that this will be funded from additional funding received in relation to Covid-19.

Adult services has been apportioned £19.183m of the emergency funding provided by government in respect of the Coronavirus financial pressures. This sum has been apportioned based on the expected pressures across the authority. This apportionment will by its nature fluctuate as further information becomes available on the financial impacts of the pandemic and the final quantum of government funding awarded to address these pressures.

4. Policy, Information and Commissioning, Quality, Contracts and Safeguarding Adults Services

	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Variance
	£m	£m	£m	%	£m
POLICY INFO & COMMISSION AGE WELL	0.833	0.860	0.027	3.24%	0.017
POLICY INFO & COMMISSION LIVE WELL	0.894	0.913	0.019	2.13%	0.011
SAFEGUARDING & QUALITY IMPROVEMENT SERVICES	5.900	5.929	0.029	0.49%	0.063
TOTAL POLICY, INFORMATION, COMMISSIONING AND SAFEGUARDING	7.627	7.702	0.075	0.98%	0.091

Policy, Information and Commissioning, Quality, Contracts and Safeguarding Adults Services – forecast overspend £75,000

There are various minor overspends across policy, information, commissioning and safeguarding.

5. Public Health & Wellbeing

	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Variance
	£m	£m	£m	%	£m
PUBLIC HEALTH & WELLBEING	-66.883	-66.833	0.050	0.07%	0.009
HEALTH EQUITY WELFARE & PARTNERSHIPS	57.381	57.381	0.000	0.00%	-1.583
Health, Safety & Resilience	0.924	0.856	-0.068	-7.36%	-0.113
TRADING STANDARDS & SCIENTIFIC SERVICES	3.366	3.919	0.553	16.43%	0.430
Total	-5.212	-4.677	0.535	10.26%	-1.257
Share of unallocated COVID-19 emergency monies	0.000	0.000	0.000		-0.912
TOTAL PUBLIC HEALTH & WELLBEING	-5.212	-4.677	0.535	10.26%	-2.169

Public Health and Wellbeing – forecast overspend £535,000

Trading Standards and Scientific Services are forecasting an under-recovery of income mainly due to the Covid-19 pandemic, although there are also some underlying income pressures for the service to address.

The remainder of the Public Health and Wellbeing budget is broadly forecasting a breakeven position, it must however be noted that this includes a contribution to the public health reserve for underspending areas (c£2.330m). Elements of the service that are underspent are those which are on a tariff based arrangements operating on a demand basis such as include sexual health, oral health, health checks and substance misuse budgets. The public health grant is a ring-fenced grant and any underspend will be transferred to the public health reserve and reinvested in public health in future years.

6. Education and Children's Services

	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Variance
	£m	£m	£m	%	£m
CHILDREN SOCIAL CARE LOCALITIES	106.466	116.872	10.406	9.77%	9.141
FOSTERING ADOPTION RESIDENTIAL AND YOT	33.032	33.483	0.451	1.37%	0.471
CHILDREN AND FAMILY WELLBEING SERVICE	14.533	13.166	-1.367	-9.41%	-1.668
EDUCATION IMPROVEMENT 0 - 11 YEARS and 11+ to 25 combined	3.878	6.952	3.074	79.27%	2.290
INCLUSION	19.375	19.548	0.173	0.89%	0.162
LIBRARIES MUSEUMS CULTURE & ARCHIVES	10.192	12.798	2.606	25.57%	2.753
QUALITY ASSURANCE, INSPECTION AND SAFEGUARDING	13.351	12.773	-0.578	-4.33%	-0.808
POLICY INFO & COMMISSION START WELL	1.536	1.545	0.009	0.59%	-0.020
EDUCATION & CHILDREN'S SERVICES CENTRAL COSTS	-1.430	-2.028	-0.598	-41.82%	-0.598
Total	200.933	215.109	14.176	7.06%	11.723
Share of unallocated COVID-19 emergency monies	0.000	-7.183	-7.183	0.00%	-4.032
TOTAL EDUCATION AND CHILDRENS SERVICES	200.933	207.926	6.993	3.48%	7.691

Education and Children's Services – forecast overspend £6.993m

Children's Social Care Localities – forecast overspend £10.406m

The forecast variance includes an anticipated overspend of £3.601m related to staffing. The service continues to experience issues with recruitment and retention which results in posts being temporarily filled with agency staff (at extra cost) including the cost of work undertaken by external providers. The service is currently reviewing the use of agency staff, developing restructure proposals and working towards the implementation of the family safeguarding model.

Agency residential (including leaving care) and fostering placements are forecast to overspend by £6.379m. Agency residential placements increased from 292 in March 2019 to 303 in March 2020 and decreased by 1 to 302 placements in September 2020, in general decreasing over the first half of 2019/20 and increasing over the second half of 2019/20. Agency fostering placements decreased from 524 in March 2019 to 501 in March 2020 and decreased by 26 to 475 placements in September 2020, in general increasing to a peak of 544 in July 2019 and decreasing overall since then with most of that decrease happening during the last quarter of 2019/20 into 2020/21. Based on placement numbers and costs in more recent months the forecast assumes that agency residential placement costs will increase and agency fostering placement costs will decrease during 2020/21, with the

average cost of residential placements being higher than that of fostering placements and continuing to increase. In addition demand is expected to increase as lockdown restrictions are lifted and additional costs of c£4.090m (c6% of spend) have been reflected in the forecast for agency placements, although at this stage it is very difficult to estimate and will be kept under review during the remainder of the financial year.

Family support, which covers Special Guardianship Orders (SGO's), assistance to families and other payments, is forecast to overspend by £829,000 with the majority relating to SGO's and a combination of higher than expected growth and delayed delivery of savings.

There are other minor underspends and overspends across the service.

Fostering, Adoption Residential and Youth Offending Team – forecast overspend £451,000

The service is forecasting an overspend mainly due to residential in-house provision (including overnight short breaks) which is forecast to overspend by £538,000. The overspend relates to staff costs of which £353,000 is due to Covid-19, and use of casual staff to support outreach/edge of care services and welfare checks.

These pressures are offset by smaller underspends and overspends across other elements of the service.

Children Family and Wellbeing Service (CFW) – forecast underspend £1.367m

The forecast position relates to anticipated staffing underspends of £1.194m due to continuing levels of staff vacancies. However, the staffing levels mean the service is having to adapt their level of service delivery accordingly. There are further minor underspends in aggregate £173,000 across the remainder of the service.

Education Improvement – forecast overspend £3.074m

Traded services are forecast to overspend by £951,000 relates to under recovery of income partly offset by a reduction in expenditure due to the impact of Covid-19.

The schools advisory service is forecast to overspend by £1.530m. This is as a result of under recovery of income of £2.382m partly offset by a reduction in expenditure of £506,000 both in relation to the impact of Covid-19 with the closure of schools/settings during lockdown and the continuing pressure of not delivering face to face training/services. There are also underlying pressures within the budget from under recovery from the sale of data products (£181,000) and a reduction in schools buy-back from April 2020. Work is currently being undertaken to review the re-design of this service and subsequent impact on income.

In addition there are further overspends across the service due to under recovery of income (c£700,000). This is as a result of settings such as schools and early years setting closing during lockdown and the continuing pressure of not being able to deliver face to face training.

Inclusion – forecast overspend £173,000

Underspends of £840,000 are forecast across a number of teams which mainly relates to staff costs. However, there are offsetting pressures due to an under recovery of income from special educational needs traded services (£443,000) and an increase in demand for

agency residential and fostering placements and family support for children with disabilities (£569,000).

Libraries, Museums, Culture and Archives (LMCA) – forecast overspend £2.066m

Forecast overspends of £482,000, £1.482m and £641,000 are forecast for libraries, outdoor education and Lancashire music service respectively. These overspends relate to the under recovery of income partly offset by a reduction in expenditure due to the impact of Covid-19 and the consequent lockdown and social distancing measures. A phased reopening of sites is under way but with restrictions in line with government guidance. Outdoor Education centres are currently being used to provide emergency accommodation for some looked after children during the current pandemic. Services have been mitigating losses wherever possible by offering their services online.

Quality Assurance, Inspection and Safeguarding – forecast underspend £578,000

The forecast underspend predominantly relates to staff costs across the service although the majority of this does relate to the newly restructured Business Support function which is still undertaking recruitment to fill vacancies. The underspend is offset by smaller overspends on non-staff costs (supplies, services and travel) across the service.

Education and Children's Services Central Costs – forecast underspend £598,000

Forecast underspends predominantly relate to Premature Retirement Costs (PRC) for schools based staff and are currently in line with 2019/20 outturn.

Education and children's services has been apportioned £7.183m of the emergency funding provided by government in respect of the Coronavirus financial pressures. This sum has been apportioned based on the expected pressures across the authority. This apportionment will by its nature fluctuate as further information becomes available on the financial impacts of the pandemic and the final quantum of government funding awarded to address these pressures.

7. Growth, Environment and Planning Services

	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Variance
	£m	£m	£m	%	£m
LEP COORDINATION	0.250	0.250	0.000	0.00%	0.000
BUSINESS GROWTH	1.591	1.625	0.034	2.14%	0.022
PLANNING AND ENVIRONMENT	2.203	2.180	-0.023	-1.04%	-0.057
ESTATES	0.435	0.435	0.000	0.00%	0.000
STRATEGIC DEVELOPMENT	0.411	0.410	-0.001	-0.24%	-0.008
Total	4.890	4.900	0.010	0.20%	-0.043
Share of unallocated COVID-19 emergency monies	0.000	-0.086	-0.086		-0.361
TOTAL GROWTH, ENVIRONMENT & PLANNING	4.890	4.814	-0.076	-1.55%	-0.404

Growth, Environment and Planning Services – underspend £76,000

Growth, environment and planning services has been apportioned £86,000 of the emergency funding provided by government in respect of the Coronavirus financial pressures. This sum has been apportioned based on the expected pressures across the authority. This apportionment will by its nature fluctuate as further information becomes available on the financial impacts of the pandemic and the final quantum of government funding awarded to address these pressures. The apportionment is against a large number of anticipated delayed savings, but we are currently not seeing any significant pressures in the activity to date.

8. Highways and Transport

	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Variance
	£m	£m	£m	%	£m
HIGHWAYS	12.775	17.627	4.852	37.98%	4.940
PUBLIC & INTEGRATED TRANSPORT	53.356	56.181	2.825	5.29%	7.191
CUSTOMER ACCESS	2.626	3.242	0.616	23.46%	0.546
DESIGN and CONSTRUCTION	-2.983	-0.751	2.232	74.82%	2.331
Total	65.774	76.299	10.525	16.00%	15.008
Share of unallocated COVID-19 emergency monies	0.000	-2.919	-2.919	0.00%	-4.108
TOTAL HIGHWAYS AND TRANSPORT	65.774	73.380	7.606	11.56%	10.900

Highways and Transport – forecast overspend £7.606m

Highways – forecast overspend £4.852m

The financial impact of Covid-19 on the highways service has been twofold.

Firstly, Covid-19 has impacted the amount of capital works expected to be delivered in 2020/21. This means that some labour and plant that would ordinarily be working on capital work and charged accordingly to capital projects has remained a revenue cost. In addition to these direct costs, lower overheads are expected to be charged to capital as these are based on value of work delivered. These factors are forecast to result in overspends of £2.113m.

Secondly, Covid-19 has impacted the level of income expected to be received across the service. These income streams have been impacted to varying degrees by the pandemic and whilst future income levels are uncertain a pressure of £2.739m is forecast at this stage in the financial year.

Public and Integrated Transport – Forecast overspend £2.825m

Most parts of the public and integrated transport budget are affected by Covid-19 and there are still a number of unknown factors the most significant of which relates to future rules around social distancing and the impact on school transport costs for all pupils.

The most significant forecast variances are detailed below.

School transport costs are forecast to overspend by c£3.500m due to number of reasons although this could reduce as government announcements are made on additional funding being made available to meet some of the additional costs. The forecast includes an estimate of £2.500m for potential additional school transport costs. Payments made to taxi operators are being made based on contract values in line with government guidance, resulting in a forecast overspend of c£500,000. Delivery of budgeted savings of £400,000 relating to providing excluded pupils a bus pass rather than taxi transport is delayed due to the impact of Covid-19. A decision to repay parents for summer term bus passes following

closure of schools and a fall in receipts from walk-up fares has resulted in a loss of income. Whilst additional government funding has largely negated this pressure an overspend of c£100,000 remains.

Forecast overspends of c£800,000 relate to fleet services, adherence to social distancing rules and additional hygiene measures to ensure staff are working safely is impacting on efficiency levels resulting in a reduction in income. Bus stations are forecast to overspend by c£500,000. In part this relates to the closure of bus stations in the early part of lockdown impacting on departure fee income. However there is a recurrent pressure on departure fee income which should reduce over time as fees increase in line with a previous Cabinet decision. Public bus services are forecast to underspend by c£400,000. As part of the budget amendment an additional £1.500m was added into the budget from 2020/21. In addition the county council has received further government funding of £752,000 to support bus services. Whilst additional services are being added during 2020/21 it is not expected that all of the additional funding will be spent in 2020/21.

Concessionary travel is forecast to underspend by c£1.600m. Payments to bus operators continue to be made based of historic passenger data which may continue for a significant period of time as there is no likelihood of concessionary passenger numbers increasing to the level they were before the pandemic. Despite this the concessionary travel budget underspent in 2019/20 so this is expected to recur in 2020/21.

Customer Access – forecast overspend £616,000

The forecast overspend predominantly relates to staffing costs partly due to delays in delivering budgeted savings but also due to additional staffing costs incurred as a result of the county councils Covid-19 response.

Design and Construction – forecast overspend £2.232m

Design and Construction property is forecast to overspend by c£2.222m. Lower than forecast income recovery of c£2.886m is expected partly due to the much reduced number of projects that are being delivered as a result of Covid-19. There is still a degree of uncertainty as to what work will be delivered during the year and this will depend on a number of things including whether all planned work can be carried out in schools during the summer break. The above is partly offset by forecast underspends of c£664,000 on staffing and agency costs.

Highways and transport has been apportioned £2.919m of the emergency funding provided by government in respect of the Coronavirus financial pressures. This sum has been apportioned based on the expected pressures across the authority. This apportionment will by its nature fluctuate as further information becomes available on the financial impacts of the pandemic and the final quantum of government funding awarded to address these pressures.

9. Organisational Development and Change

	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Variance
	£m	£m	£m	%	£m
PROGRAMME OFFICE	1.436	1.381	-0.055	-3.83%	0.000
ORGANISATIONAL DEVELOPMENT	0.801	0.801	0.000	0.00%	0.000
TOTAL ORGANSATIONAL DEVELOPMENT AND CHANGE	2.237	2.182	-0.055	-2.46%	0.000

Organisational Development and Change – forecast underspend £55,000

The small underspend across the service is due additional income and underspends on running costs.

10. Waste Management

	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Variance
	£m	£m	£m	%	£m
WASTE MGT	65.965	65.257	-0.708	-1.07%	-0.408
TOTAL WASTE MGT	65.965	65.257	-0.708	-1.07%	-0.408

Waste Management – forecast underspend £708,000

There have been both positive and negative financial impacts of Covid-19 on the waste management budget which largely appear to net each other off.

Based on the financial year to date we have seen a different composition of residual waste being collected. Tonnage collected at households is significantly higher than would normally be expected. However, there has been a reduction in trade waste collected due to businesses being closed, and a much reduced tonnage collected at household waste recycling centres which were also closed for most of April and May in line with government guidance and whilst now open are operating with reduced capacity to ensure social distancing is maintained. Overall residual waste is only 2% higher this year compared to the same period of last year.

Forecast underspends of £1.186m are forecast at the HWRCs which were closed for the first part of the year and since reopening tonnages have remained lower than ordinarily expected which has had a significant impact on costs predominantly reduced transport costs.

The reduction in trade waste is expected to result in lower than budgeted income of £450,000.

There are other net underspends of £28,000 across the service.

11. Finance

	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Variance
	£m	£m	£m	%	£m
BTLS	27.204	27.203	-0.001	0.00%	-0.002
LANCASHIRE PENSION FUND	0.000	0.000	0.000	0.00%	0.000
EXCHEQUER SERVICES	3.986	3.687	-0.299	-7.50%	-0.307
FINANCIAL MGT (DEVELOPMENT AND SCHOOLS)	0.005	-0.036	-0.041	-820.00%	-0.006
FINANCIAL MGT (OPERATIONAL)	1.698	1.740	0.042	2.47%	0.066
CORPORATE FINANCE	7.704	7.624	-0.080	-1.04%	-0.098
INTERNAL AUDIT	0.753	0.856	0.103	13.68%	0.073
PROCUREMENT	1.960	2.040	0.080	4.08%	0.081
Total	43.310	43.114	-0.196	-0.45%	-0.193
Share of unallocated COVID-19 emergency monies	0.000	-0.012	-0.012		0.000
TOTAL FINANCE	43.310	43.102	-0.208	-0.48%	-0.193

Finance - forecast underspend £208,000

The forecast underspend is predominantly due to underspends reported within exchequer services with a forecast underspend of £483,000 on employees which is mainly due to delays in recruitment because of covid-19. This underspend is offset by a forecast overspend due to reduced income.

There are minor net overspends of £103,000 across the remainder of finance.

Finance has been apportioned £12,000 of the emergency funding provided by government in respect of the Coronavirus financial pressures. This sum has been apportioned based on the expected pressures across the authority. This apportionment will by its nature fluctuate as further information becomes available on the financial impacts of the pandemic and the final quantum of government funding awarded to address these pressures.

12. Corporate Services

	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Variance
	£m	£m	£m	%	£m
CORONER'S SERVICE	2.449	2.445	-0.004	-0.16%	-0.052
HUMAN RESOURCES	1.012	1.147	0.135	13.34%	0.127
LEGAL, GOVERNANCE AND REGISTRARS	12.551	14.081	1.530	12.19%	0.464
SKILLS LEARNING & DEVELOPMENT	2.845	2.625	-0.220	-7.73%	-0.066
Total	18.857	20.298	1.441	7.64%	0.473
Share of unallocated COVID-19 emergency monies	0.000	-0.553	-0.553	0.00%	0.000
TOTAL CORPORATE SERVICES	18.857	19.745	0.888	4.71%	0.473

Corporate Services - forecast overspend by £888,000

The main pressure across the service relates to legal fees c£1.4m as demand grows in social care, there are some largely compensating variances across the remainder of corporate services.

Corporate Services have been apportioned £553,000 of the emergency funding provided by government in respect of the Coronavirus financial pressures. This sum has been apportioned based on the expected pressures across the authority. This apportionment will by its nature fluctuate as further information becomes available on the financial impacts of the pandemic and the final quantum of government funding awarded to address these pressures.

13. Strategy and Performance

	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Variance
	£m	£m	£m	%	£m
ASSET MGT	7.252	7.539	0.287	3.96%	0.201
FACILITIES MGT	19.829	23.437	3.608	18.20%	3.445
CORE SYSTEMS AND BUSINESS SUPPORT	4.548	4.602	0.054	1.19%	0.077
BUSINESS INTELLIGENCE	1.344	1.393	0.049	3.65%	0.036
Total	32.973	36.971	3.998	12.13%	3.759
Share of unallocated COVID-19 emergency monies	0.000	-0.085	-0.085		-1.223
TOTAL STRATEGY AND PERFORMANCE	32.973	36.886	3.913	11.87%	2.536

Strategy and Performance - forecast overspend £3.913m

Asset Management – forecast overspend £287,000

Street lighting energy is forecast to overspend by £290,000. The programme of work to replace the remaining street lights with LEDs using Salix funding had been delayed partly due to Covid-19. The outturn will be subject to change depending on both progress of work to replace the lights and on energy prices.

Further overspends of £90,000 are forecast in relation to lower energy rebates due to reduce spend on our property portfolio due to a number of sites having being closed and the remainder being significantly less occupied. Overall for the authority this is a saving with the lower utility spend showing in facilities management.

Partly offsetting these pressures are staffing underspends of £147,000, a number of additional posts were added into the budget for 2020/21 but due to delays in recruiting to some of these posts a non-recurrent underspend is expected.

Facilities Management - forecast overspend £3.608m

Most parts of the facilities management budget are affected financially by Covid-19 and there are still a number of unknown factors. School catering is forecast to overspend by £6.480m which relates to lower income charge to schools. Even though this is a significant pressure there remain a number of uncertainties and risks around the new academic year which could further impact on the forecast. There is a further income pressure of £300,000 relating to staff and civic catering as it is currently assumed that these facilities will remain either fully closed or running at very limited capacity for the whole of 2020/21. Partly offsetting these are forecast underspend on premises running costs and repairs and maintenance due to a number of sites having being closed and the remainder being significantly less occupied which is forecast to report in underspends of £3.153m.

There are minor budget variances across the remaining services.

Strategy and performance services has been apportioned £0.085m of the emergency funding provided by government in respect of the Coronavirus financial pressures. This sum has been apportioned based on the expected pressures across the authority. This apportionment will by its nature fluctuate as further information becomes available on the financial impacts of the pandemic and the final quantum of government funding awarded to address these pressures.

14. Chief Executive Services

	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q1 Variance
	£m	£m	£m	%	£m
CHIEF EXECUTIVE	2.563	2.539	-0.024	-0.94%	3.424
COMMUNICATIONS	1.045	1.110	0.065	6.22%	0.054
CORPORATE BUDGETS (FUNDING AND GRANTS)	1.546	1.521	-0.025	-1.62%	-0.018
CORPORATE BUDGETS (TREASURY MANAGEMENT)	27.642	5.640	-22.002	-79.60%	-19.937
CORPORATE BUDGETS (PENSIONS & APPRENTICESHIP LEVY)	9.767	10.082	0.315	3.23%	0.640
TOTAL	42.563	20.892	-21.671	-72.70%	-15.837
Share of unallocated COVID-19 emergency monies	0.000	-0.823	-0.823		-0.963
TOTAL CHIEF EXECUTIVE SERVICES	42.563	20.069	-22.494	-52.85%	-16.800

Chief Executive Services - forecast underspend £22.494m

This relates to forecast gains across the treasury management budget £22.002m primarily as a result of extra income received through the continuing volatility in the price of gilts and other bonds enabling sales to be made which have generated a significant surplus.

There is offset by other forecast overspends on areas such as apprenticeship levy and inherited pensions liabilities.

Chief executive services has been apportioned £823,000 of the emergency funding provided by government in respect of the coronavirus financial pressures. This sum has been apportioned based on the expected pressures across the authority. This apportionment will by its nature fluctuate as further information becomes available on the financial impacts of the pandemic and the final quantum of government funding awarded to address these pressures.

Money Matters
Financial Outlook for the County Council
Medium Term Financial Strategy &
Reserves as at 30th September 2020

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1. Executive summary

At Cabinet in September 2020 the updated medium term financial strategy (MTFS) set out a forecast aggregated funding gap of £52.209m in 2021/22 and £79.306m by the end of the 3 year period (2021/22 – 2023/24). This reflected the ongoing and unprecedented uncertainty in relation to future local government funding and the financial impact of the Covid-19 emergency. Whilst a multi-year Spending Review was originally expected, the Chancellor and the Prime Minister have now decided to conduct a one-year Spending Review, setting department's resource and capital budgets for 2021/22 only in order to prioritise the response to Covid-19 and focus on supporting jobs. The exact date of the Spending Review has not been confirmed yet but will conclude in late November and this and the subsequent settlement may have a significant impact on the forecast gap in 2021/22 given the clear recognition now that financial pressures relating to Covid-19 will continue into 2021/22 and beyond.

This report provides an updated position covering the financial years 2021/22 – 2023/24 but the changes are relatively small pending the outcome of the Spending Review.

Following the recent announcement that Lancashire will be within Tier 3 of local restrictions, with further funding received, analysis over coming months will be required to fully assess the impact of these additional restrictions and the longer term impact on the county council's financial projections.

The updated aggregated funding gap contained within the report is £78.791m by 2023/24 which is a reduction of £0.515m from the previously reported position in September. The forecast includes our latest estimate of the funding and cost implications of the pandemic including collection fund impacts, along with other non-Covid-19 related adjustments. The main reasons for the changes to the position are as follows:

- A revised forecast collection fund deficit of £20.767m for 2020/21 which after the Local Government Secretary announcement on the 2nd July of a proposal for a phased repayment of council tax and business rates deficits over 3 years. This is an improvement of c£3m per annum.
- Capital receipts of £2.5m have been included in funding levels for 2021/22, as this is the final year of the flexibilities offered by the Government.
- Additional staffing pressures c£1.4m predominantly relating to additional posts in Economic Development which were approved by Cabinet in September 2020.
- Re-profiled savings due to delays as a result of the pandemic across the integrated transport service and children's services.

The overall position over the 3 year period indicates a structural deficit of £50.368m in 2021/22 rising to an aggregated deficit of £78.791m by 2023/24, assuming no additional government financial support in those years.

In arriving at the revised funding gap it has been necessary to make assumptions about future funding levels and there remains significant uncertainty about this going forward. With the changes to be made in respect of business rates retention, and the

overall funding formula which have been delayed for a further year, the anticipated green paper on adult social care and the aforementioned government spending review being significant for our future funding stream.

The value of the uncommitted transitional reserve is currently forecast to be sufficient to meet the identified funding gaps for the first two years of the MTFS, which provides time to address the structural deficit in a considered and sustainable way. We will look to maximise efficiencies across services and commence work to identify potential savings should a poor settlement arise.

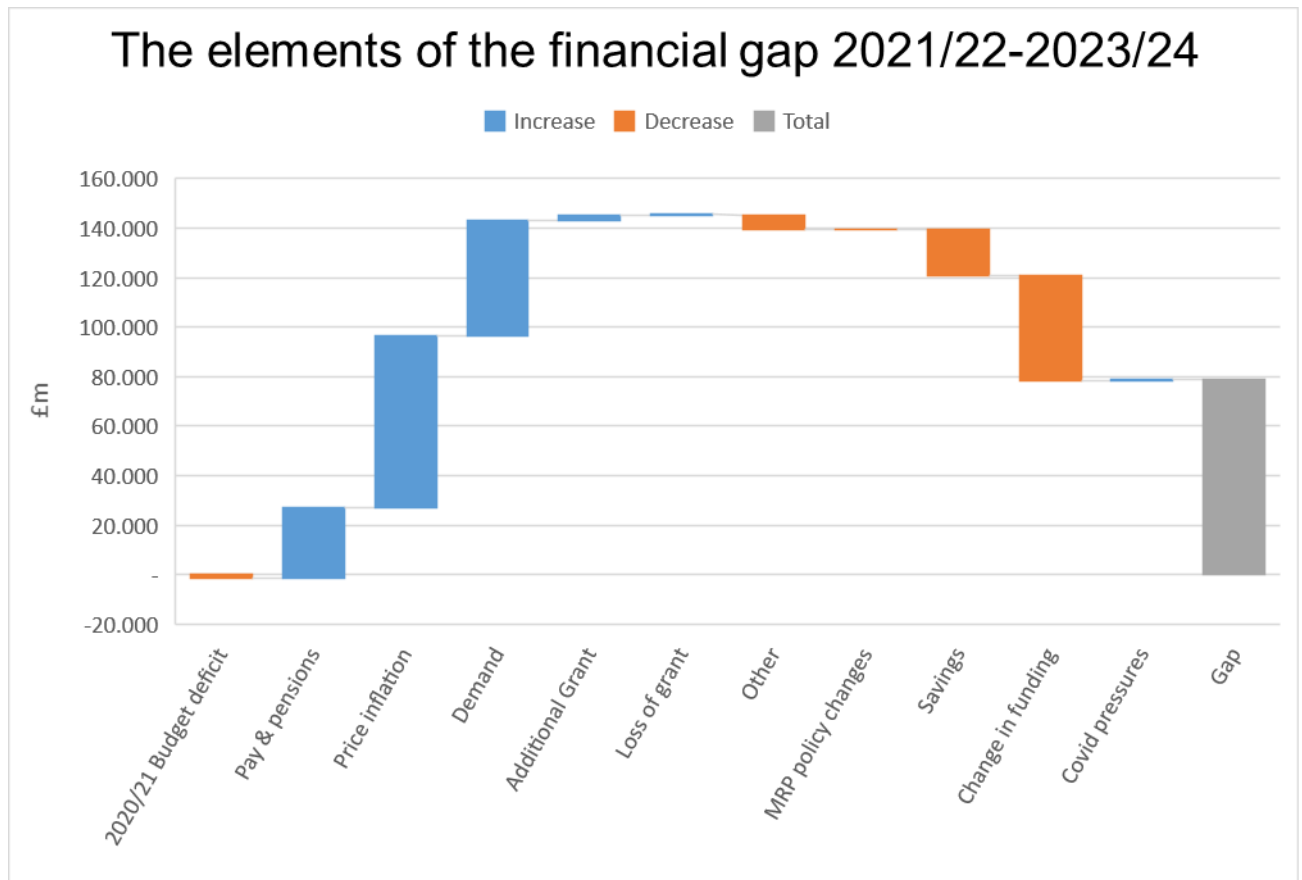
The table below provides a detailed analysis of movements between the previously reported financial gap and the revised financial gap:

Table 1

	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Spending Gap as reported to Cabinet quarter 1	52.209	11.055	16.042	79.306
Add change to forecast of spending:				
Pay & Pensions	1.599	0.657	-0.159	2.097
Inflation and Cost Changes	-0.014	-0.043	-0.018	-0.075
Service Demand and Volume Pressures	0.432	0.514	0.635	1.581
Additional Grant	-0.366	-0.525	0.118	-0.773
Re-profiled Savings	2.631	-0.361	-0.689	1.581
Total Change to Forecast of Spending	4.282	0.242	-0.113	4.411
Change to forecast of resources:				
Funding	-6.123	1.889	-0.692	-4.926
Total Change to Forecast of Resources	-6.123	1.889	-0.692	-4.926
Funding Gap	50.368	13.186	15.237	78.791

Aggregated Funding Gap	2021/22	2022/23	2023/24
2021/22 (£m)	50.368	50.368	50.368
2022/23 (£m)		13.186	13.186
2023/24 (£m)			15.237
2024/25 (£m)			
Total	50.368	63.554	78.791
Previous position (£m)	52.209	63.264	79.306
Variance (£m)	-1.841	0.290	-0.515

The graph below demonstrates the drivers that make up the changes in the financial surplus of £1.358m carried forward from 2020/21 to the cumulative position of £78.791m in the financial year 2023/24 shown in the table above:



2. Funding

The Chancellor launched the 2020 Comprehensive Spending Review in July 2020. This was due to be published in the autumn and would set out the Government's revenue spending plans for 2021/22 to 2023/24. Whilst a multi-year Spending Review was originally expected, the Chancellor and the Prime Minister have now decided to conduct a one-year Spending Review, setting department's resource and capital budgets for 2021/22 only in order to prioritise the response to Covid-19 and focus on supporting jobs. The exact date of the Spending Review has not been confirmed yet but will conclude in late November and this and the subsequent settlement may have a significant impact on the forecast gap in 2021/22 given the clear recognition now that financial pressures relating to Covid-19 will continue into 2021/22 and beyond.

Business Rates

A review of business rates was previously announced in the spring 2020 Budget. The effect of Covid-19 on the economy, has made fundamental change to business rates, which could even see them being replaced with a different business tax, much more likely.

The next business rates revaluation was due to take effect on 1 April 2022 (based on a valuation date of 1 April 2019). A postponement of revaluation was announced in May 2020. The Chancellor's statement confirmed that the next revaluation will take place on 1 April 2023, and will be based on property values as of 1 April 2021 in order to better reflect the impact of Covid-19.

Fair Funding Formula

The fair funding formula was due to be in place by April 2021. Following the Covid pandemic, this has been delayed until at least April 2022.

Due to the financial uncertainty created by the pandemic it has been necessary to make some assumptions around the future funding envelope, the most significant being:

- From the latest returns from districts, the council's share of a collection fund deficit of c£20.7m is forecast. In line with government guidance this is to be repaid over financial years 2021/22-2023/24.
- No increase in tax base has been forecast in 2021/22, with a return to pre-COVID levels of 1.7% per annum thereafter.
- Council tax increases of 1.99% will be applied each year.
- No growth or uplift on business rates has been built into 2021/22 with a return to growth of 0.5% per annum thereafter.
- No adult social care precept is assumed for the entirety of the forecast period.
- Revenue support grant will be rolled over for the duration of this strategy.
- Social care grant will be rolled over for the duration of this strategy.

The table below reflects the updated funding position.

Table 2

	2021/22 £m	2022/23 £m	2023/24 £m
Revenue Support Grant	33.965	34.576	35.268
Business Rates	200.573	205.120	208.985
Council Tax	529.989	549.725	570.196
New Homes Bonus	2.405	1.635	0.799
Improved Better Care Fund	45.532	45.532	45.532
Social Care Support Grant	33.417	33.417	33.417
Collection Fund	-6.912	-6.912	-6.912
Capital Receipts	2.500	0.000	0.000
Total	841.469	863.093	887.285
Funding assumed - previous MTFS	835.346	858.859	882.359
Variance	6.123	4.234	4.926
Impact on financial gap	-6.123	1.889	-0.692

2.1 Council tax and business rates

Council tax

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

Table 3

	Council tax increase (no referendum required)	Adult social care precept	Total council tax increase
2021/22	1.99%	0.00%	1.99%
2022/23	1.99%	0.00%	1.99%
2023/24	1.99%	0.00%	1.99%
2024/25	1.99%	0.00%	1.99%

It is assumed the maximum increase that we will be able to apply to council tax, without a referendum, will be 1.99%. Any decisions not to increase council tax in line with the assumptions above would increase the financial gap; every 1% in council tax yields circa £5.000m.

For 2021/22, no tax base increase has been built in to the forecast, but returns to 1.7% increase in the years following. This has been assumed based on historical average increases.

There is no assumption of an Adult Social Care precept for the entirety of the forecast.

Business rates

Business rates income is a significant portion of funding to local authorities. The baseline is an assessment of the business rate income required to meet service needs. For the county council, the amount we anticipate to receive from the business rates collected in the area is less than our assessed need and therefore we receive a top up grant. Previously, we have also built in a small amount of growth into the MTFS for our local share at 0.5%.

As a result of the impact of Covid-19, the national review of business rates has been delayed and so it is assumed that 2021/22 will effectively be a 'rollover' of 2020/21 – a continuation of the 50% scheme, with the 75% scheme forecast to be in place from 2022/23 onwards.

No growth or uplift has been forecast for 2021/22. 0.5% growth has been built in to the local share forecast from 2022/23 onwards.

Collection Fund

One of the measures announced by the Government to try and mitigate the budget pressures on local authorities as a result of collection fund deficits was that any deficit for 2020/21 will be repaid over the following three years.

The latest information received from districts suggests that there will be a c£20.7m pressure for LCC as a result of the collection fund issue and thus a c£6.9m in year pressure for financial years 2021/22-2023/24. This position is based upon the latest information provided by district councils as part of regular returns to the Government. This will need to be closely monitored as changes in relation to restrictions, such as the movement to Tier 3 are implemented and have an impact on businesses.

The funding aspects for future years' collection fund deficits are yet to be revealed.

Capital Receipts

In April 2016 the government introduced the flexibility for capital receipts to be used to fund revenue expenditure that is designed to generate ongoing revenue savings or service improvements. This flexibility is currently available until 2021/22.

The MTFS includes £2.500m of capital receipts income in 2021/22. As part of the service challenge process additional resources were identified to support the transformation of services and delivery of the savings. The assumption within the MTFS is that capital receipts will be sufficient to meet these transformation costs in 2021/22 and therefore they will not be a draw on reserves or increase the funding gap.

3. Net budget requirement

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

3.1 Pay and pensions

The MTFS at quarter 2 has been updated to reflect the revised costs of the agreed pay settlement for 2020/21 of 2.75%. The previous MTFS was based on a 3% increase. We have therefore included the differential for 2020/21 into the 2021/22 MTFS and reverted to 2% annual increases thereafter both in relation to pay and pension contributions.

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

Table 4

	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Employee costs	10.892	7.372	7.522	25.786
Pensions costs	1.251	0.831	0.374	2.456
Other pay related costs	0.200	0.038	0.039	0.277
Revised pay and pension requirements	12.343	8.241	7.935	28.519
Pay and pensions - previous MTFS	10.744	7.584	8.094	26.422
Variance	1.599	0.657	-0.159	2.097

3.2 Price inflation and cost changes

Contractual price increases represent a significant cost pressure to the county council. The assumptions have been subject to regular review by services.

The updated inflationary pressures are analysed across the authority as per table 5:

Table 5

	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Adults Services	17.673	13.911	14.705	46.289
Children's Services	1.388	1.930	2.181	5.499
Waste Services	2.124	2.361	2.479	6.964
Transport Services	1.463	1.553	1.632	4.648
Other Services	-1.455	1.710	2.403	2.658
Revised price inflation requirements	21.193	21.465	23.400	66.058
Price inflation – previous MTFS	21.207	21.508	23.418	66.133
Variance	-0.014	-0.043	-0.018	-0.075

3.3 Demand pressures

All services have reviewed the demand pressures they face in future years and increasing demand still remains a significant element of the funding gap.

Table 6

	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Adults Services	10.014	9.079	9.540	28.633
Children's Services	4.342	3.777	4.494	12.613
Waste Services	0.734	0.202	0.212	1.148
Transport Services	0.907	0.606	0.690	2.203
Other Services	1.135	0.505	0.112	1.752
Revised Demand Requirements	17.132	14.169	15.048	46.349
Demand – previous MTFS	16.700	13.655	14.413	44.768
Variance	0.432	0.514	0.635	1.581

Adult social care represents a large proportion of the demand pressures. Adult social care has long seen annual increases in the demand for services and the MTFS attempts to predict growth in future years largely based on reviewing current and past activity trends and also taking into account future population changes, particularly with regard to the ageing population. From a social care perspective demand covers both increasing numbers of people eligible for support and the increasing complexity of those cases. The level of demand included for this service area for the three years to

2023/24 is £28.633m. This will continue to be monitored and figures may be updated in future MTFS reports.

Children's social care continues to experience demand pressures across the service, particularly in relation to placement demand due to the number of looked after children in Lancashire. We are working towards the implementation of the Lancashire family safeguarding. The family safeguarding model is a way of keeping families together where it is safe to do so. This is achieved through a more collaborative way of working where we motivate parents to identify the changes needed within their own families. This helps achieve better outcomes for children.

3.4 Additional Grant

The small changes in additional grant relate to the re-profiling of the delivery of the Lancashire family safeguarding programme within Children's Services. This has been slightly delayed by the impact of Covid-19.

3.5 Re-profiled Savings

As part of the budget monitoring process a review of the delivery of savings is undertaken. Over recent months there are several savings that have been reviewed and challenged in relation to the delivery timescales for different elements of the agreed savings, with challenge given to the service as to whether this can be offset by savings/underspends elsewhere. Following this rigorous process savings across integrated transport and family safeguarding have been re-profiled at quarter 2.

4. Reserves

Table 7

Reserve Name	Opening balance 2020/21	2020/21 Forecast Exp	2020/21 Forecast transfers to/from other reserves	2020/21 Forecast Closing Balance	2021-22 Forecast Exp	2022-23 Forecast Exp	Forecast closing balance 31 March 2023
	£m	£m	£m	£m	£m	£m	£m
County Fund	-23.437	0.000	0.000	-23.437	0.000	0.000	-23.437
SUB TOTAL - COUNTY FUND	-23.437	0.000	0.000	-23.437	0.000	0.000	-23.437
Strategic Investment Reserve	-5.819	-0.828	1.966	-4.681	2.894	0.773	-1.014
COVID-19 Reserve	-33.961	33.961	0.000	0.000	0.000	0.000	0.000
Downsizing Reserve	-5.642	1.802	0.000	-3.840	1.920	1.920	0.000
Risk Management Reserve	-1.935	0.817	0.000	-1.118	0.876	0.242	0.000
Transitional Reserve	-151.199	0.304	-0.346	-151.241	0.494	0.201	-150.546
Service Reserves	-18.201	10.522	-1.966	-9.645	8.011	0.580	-1.054
Treasury Management Reserve	-11.597	0.000	0.000	-11.597	0.000	0.000	-11.597
SUB TOTAL - LCC RESERVES	-228.354	46.578	-0.346	-182.122	14.195	3.716	-164.211
Non-LCC Service Reserves	-16.305	1.292	0.346	-14.667	1.669	0.246	-12.752
SUB TOTAL - NON LCC RESERVES	-16.305	1.292	0.346	-14.667	1.669	0.246	-12.752
GRAND TOTAL	-268.096	47.870	0.000	-220.226	15.864	3.962	-200.400

The County Fund shown at the top of Table 7 is the balance set aside to cover the authority against a serious emergency situation (e.g. widespread flooding); a critical and unexpected loss of income to the authority and for general cash flow purposes. In considering these various factors the county council is forecast to maintain its County Fund balance at £23.437m, equating to circa 3% of net budget.

The value of the uncommitted transitional reserve is currently forecast to be £151.241m by the end of March 2021. This represents an improved position of

£0.946m from the £150.295m that was previously reported to cabinet in September 2020.

The transitional reserve is forecast to be sufficient to meet the identified funding gaps for financial years 2021/22, 2022/23 and partway through 2023/24 as set out in table 8 below.

Table 8

	2021/22	2022/23	2023/24
Opening Balance	151.241	100.379	36.624
Gap funding	50.368	63.554	78.791
Commitments	0.494	0.201	0.000
Closing balance	100.379	36.624	-42.167

5. Future risks and opportunities

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

5.1 The financial impacts of the ongoing Covid-19 response

The longer term financial impacts of the response to the pandemic remain unclear. A protracted recovery period or a subsequent spike are likely to lead to further financial pressures to the authority.

The ongoing impacts and revision to service delivery and to service user demand for service and the way it is delivered post pandemic could lead to volatility of pressure on the budget.

We are assessing the ongoing need for additional and ceased services in response to the situation and will evaluate the revised budget requirement as a result.

Following the announcement that the multi-year spending review that was planned for the autumn has been replaced by a one year spending review there is continued uncertainty about the future funding envelope and significant assumptions have to be made as part of the development of the MTFS.

For the purposes of this MTFS we have assumed that there is no additional funding to meet any pressures included in relation to the virus beyond the current financial year.

5.2 Savings delivery

The scale of savings agreed to be delivered over future financial years remains significant with £25.099m currently forecast to be delayed in 2020/21 as a result of refocussing officer priorities to the response to the current pandemic. In addition there are forecast savings of £13.430m to be delivered over financial years 2021/22 – 2022/23.

Should the Covid emergency response continue for a protracted period it is likely that there will be further slippage.

Any significant under-delivery or slippage to delivery timeframes will create an additional funding pressure and impact on the ongoing and longer-term financial health of the council if those costs are not mitigated by the Government providing additional funding in future years.

There are inherent risks in the delivery of any savings programme of this scale, particularly where they are directly linked to reducing the future demand for services. However, there is a strong track record of delivery of the vast majority of previous savings plans and there are comprehensive arrangements in place to track delivery of financial savings and take corrective actions where required.

5.3 Business rates retention / changes to funding formula

As previously explained, the future funding arrangements to be established by government pose a risk to the council. New arrangements for business rates, will not be in force before financial year 2022/23.

As discussed earlier within this report, the changes to the funding formula have been delayed. The outcome from the review may reduce funding below what is assumed in the MTFS. Conversely there is equally an opportunity that additional resources are made available through this process. The successful outcome of the Lancashire business rates pilot bid in 2019/20 has enabled the county council, districts, unitaries and fire authority to be well prepared for the implementation of the business rates retention scheme although the final details are not known at this stage.

5.4 Children's social care

Children's social care demand levels are forecast to continue to increase, particularly within agency residential placements, agency fostering placements and also special guardianship orders. The rate of growth is quite volatile, and we will continue to monitor this as part of the monthly monitoring cycle.

The service has been looking at best practice sites across the country to explore opportunities to reduce demand in a way that delivers better outcomes for children, We are working on adopting the Lancashire family safeguarding model in the current financial year, which will drive better outcomes for children, by focussing on early family based support, whilst also forecasting the delivery a saving of c£12m per annum when the practice is fully embedded across the county.

In addition, the MTFS contains assumptions across services for funding growth, demand, inflation and pay levels. The table below shows the impact of an increase or decrease of 1% over these key elements of the projected budget requirement.

	Potential Full - Year Impact (£m)
Funding - Council Tax (1%)	+/- 5.299
Pay (1%)	+/- 2.408
Price Inflation (1%)	+/- 6.214
Demand (1%)	+/- 5.869

This stress testing gives confidence that the council can continue to live within its means for the next two years in adverse circumstances. This does not however diminish or negate the need to make further savings but does demonstrate that the council continues to have sufficient resilience to deliver them in a measured and structured way.

Money Matters

The County Council's Capital Financial Position 2020/21 September 2020 and 2020/21 Revised Programme

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Capital Programme Monitoring – September 2020

1. Introduction

In February 2020 an indicative Capital Delivery Programme of £133.842m was agreed at Full Council. Subsequently approved additions and re-profiling of the programme have increased the in-year programme to £157.929m with a forecast outturn as at September 2020 of £128.745m, a variance of -£29.184m or c18.5%.

The Delivery Programme is shown in section 2 split by block. This has been agreed by service heads as being deliverable with the caveat of the overarching risk detailed in section 3 of the report. The project and programme managers will be held accountable using the following actions:

- Detailed monitoring of the delivery programme through the remainder of 2020/21 to ensure variances are reported in a timely manner and a robust level of challenge is provided to programme and project managers to ensure delivery remains on track
- Performance reports developed to enable the Capital Board to undertake this monitoring and challenge.

2. Delivery Programme

The current delivery programme is made up of the Full Council agreed 2020/21 budget (updated for subsequent approved decisions and reprofiling) and an expected delivery amount for prior year schemes. The total delivery programme for 2020/21 is £157.929m as set out in table 1 below:

Table 1 – 2020/21 Capital delivery programme by block

Service Area	Delivery Programme agreed Feb 20	Decisions	Changes to planned delivery	Total Delivery Plan for Monitoring
	£m	£m	£m	£m
Schools (including DFC)	27.089	12.119	-12.326	26.882
Children and Young People	4.382	2.895	-5.728	1.549
Highways	40.121	38.143	-34.363	43.901
Transport	15.302	6.409	0.560	22.271
Externally Funded Schemes	6.574	1.937	1.314	9.825
Waste and Other	0.300	0.000	-0.300	0.000
Adult Social Care	16.231	0.000	0.757	16.988
Corporate	19.243	20.059	-11.649	27.653
Vehicles	4.600	4.600	-4.276	4.924
Transforming Cities Fund	0.000	3.936	0.000	3.936
Grand Total	133.842	90.098	-66.011	157.929

3. Risks to the Delivery Programme – Covid-19

The current delivery plan budget represents the estimated value of delivery during the financial year which the programme managers within each block have committed to deliver given a return to normal working conditions, with work then progressing as planned.

The impact of the Covid-19 pandemic on planned delivery is necessarily uncertain and therefore cannot be robustly reflected in the delivery plan budget. The figure shows the projects in line to be delivered and ones that programme managers would strive to deliver under normal working conditions. The continuing management of the

pandemic provides a large risk across the capital programme with risks to resources, supply chain and delivery.

The narrative for this monitoring report has been produced based on current conditions continuing for the remainder of the year. The risks to the delivery outturn due to a future 'second wave' and tier 3 restrictions and any associated restrictions have been omitted from the narrative. The risk encompasses the whole capital programme and the picture may become clearer as to what can be expected as we enter the second half of the financial year.

With this in mind, a reduced forecast has been drawn up to highlight the level of delivery that could still be achieved should Lancashire experience further service disruptions and site shutdowns linked to Covid-19 restrictions.

There is the possibility that costs may overrun on individual schemes due to Covid-19 issues affecting both supply and delivery methods which may increase processes on individual schemes. These will be monitored at a programme level using contingency budgets.

4. Variance Analysis

The forecast variance as at September 2020 is -£29.184m. A breakdown of the variance to block level, along with the reduced forecast and variance is shown in table 2 below.

Table 2 – Summary Capital Delivery Programme Position as at 30th September 2020

Service Area	Total delivery programme for 2020/21	Spend to date	Total Forecast spend	Forecast Variance	Reduced Forecast	Reduced Forecast Variance
	£m	£m	£m	£m	£m	£m
Schools (exc. DFC)	24.456	8.914	18.556	-5.900	12.592	-11.864
Schools DFC	2.426	1.331	1.926	-0.500	1.926	-0.500
Children and Young People	1.549	0.272	0.927	-0.622	0.646	-0.903
Highways	43.901	23.491	44.791	0.890	30.223	-13.678
Transport	22.271	6.646	13.748	-8.523	10.130	-12.141
Externally Funded	9.825	4.483	9.748	-0.077	6.283	-3.542
Waste and Other	0.000	0.000	0.000	0.000	0.000	0.000
Adults Social Care	16.988	15.370	16.766	-0.222	16.202	-0.786
Corporate	27.653	4.575	17.159	-10.494	13.280	-14.373
Vehicles	4.924	1.250	3.924	-1.000	3.067	-1.857
Transforming Cities	3.936	0.351	1.200	-2.736	0.720	-3.216
Totals	157.929	66.683	128.745	-29.184	95.069	-62.860

The key changes to both the initial forecasts and the reduced forecasts are due to slippage in projects agreed would be delivered this year, this is in some cases due to the deploying of resources on other c-19 activity (i.e. the active travel restart) as well as delays to procurement of projects thought capable of being delivered this year and have now slipped to 2021/22 delivery.

The reduced forecast is based on both a reduction for the normal slippage that happens with complex capital programmes and a further reduction for the potential impact of any reduced activity through tier 3 or further national lockdowns in the remaining months of the year.

The total forecast spend for 2020/21 is £128.745m and funded from a combination of Borrowing (£48.135m), Grants (£66.856m) and Developer and 3rd Party Contributions (£13.754m).

The current forecast variance is -£29.184m and table 3 below summarises the breakdown of this forecast variance with a detailed narrative on the key items making up the variances by block found in the section 5 of the report

Table 3 – Analysis of Forecast Variance

Service Area	Forecast Variance	Underspends and potential underspends	Overspends and potential overspends	Slipped Delivery	Additional delivery
	£m	£m	£m	£m	£m
Schools (exc. DFC)	-5.900	-0.125	0.007	-6.913	1.131
Schools DFC	-0.500	0.000	0.000	-0.500	0.000
Children and Young People	-0.622	0.000	0.000	-0.627	0.005
Highways	0.890	0.000	1.024	-1.072	0.938
Transport	-8.523	-0.082	0.000	-9.983	1.542
Externally Funded	-0.077	0.000	0.102	-0.190	0.011
Waste and Other	0.000	0.000	0.000	0.000	0.000
Adults Social Care	-0.222	-0.010	0.000	-0.212	0.000
Corporate	-10.494	-0.505	0.017	-11.246	1.240
Vehicles	-1.000	0.000	0.000	-1.000	0.000
Transforming Cities	-2.736	0.000	0.000	-2.736	0.000
Totals	-29.184	-0.722	1.150	-34.479	4.867

Underspends and potential underspends cover schemes that are forecast to be completed under budget. As per the capital financial regulations, these underspends can be repurposed within the same programme to allow for additional spend on other projects.

Overspends and potential overspends cover schemes that are forecast to be completed over budget. As per the capital financial regulations, these underspends can be covered through repurposed monies within the same programme.

Slipped delivery covers expenditure that was originally forecast to be incurred in 2020/21 but is now forecast to be slipped into later years.

Earlier than profiled delivery covers expenditure on schemes within the approved multi-year programme but not originally scheduled in the current year delivery programme.

5. Detailed Narrative

Schools

The schools capital programme (including devolved formula capital (DFC)) has a 2020/21 delivery plan of £26.882m. The delivery plan (excluding DFC) has 150 schemes that will be worked on this year. The current forecast outturn is £20.482m, a variance of -£6.400m.

A summary of the main variations within the block is given below

Basic Need Programme

The purpose of the Basic Need programme is to increase school pupil places in targeted areas via grant funded school expansions or new school build projects.

There is forecast slipped delivery of -£2.466m. This is due to work not progressing as planned on a number of schemes over the summer, the most significant of which are:

- The Unity College expansion has delays in clearing the site in readiness for the building work to commence. Added to this, the planning application decision remains outstanding but is expected imminently. As a result of the current uncertainties affecting the project's critical path, the forecast expenditure has been reduced causing a -£1.270m slipped delivery variance. This may be improved in future months when a start date is confirmed and expenditure begins.
- The Tom Finney high school expansion project required a revised project brief and due to this no further work has been done on the project and it is now unlikely to be on site this financial year, causing a slipped delivery variance forecast of -£0.390m.
- The refurbishment works at The Haven School have been designed and will be taken up to tendering processes but the scheme is on temporarily on hold until consultations can be held resulting in a slipped delivery variance forecast of -£0.450m.
- Oswaldtwistle Broadfield School relocation to the former Hameldon school site has been delayed due to delays incurred on the Rhyddings school rebuild. Initial site works have started but a slipped delivery variance of -£0.175m is now expected.
- Work is progressing on the Briercliffe Primary School expansion site but there are some delays due to supply chain issues and defects found on site. A revised programme is being devised, causing a slipped delivery variance of – £0.127m.

Lea Community Primary School expansion has progressed well and is now in the defects stage, with £0.159m of advanced delivery variance forecast for 2020/21.

Burnley City Learning Centre Remedial work is now in final stages and has additional delivery variance of £0.099m. Other smaller delivery additions total £0.122m over 4 other projects.

Condition Programme

The Condition Programme delivers a variety of grant funded works to address priority condition issues at school buildings. The works are usually undertaken over the summer and half terms breaks to minimise disruption and includes works to replace boilers, flat roofs, windows, electrical wiring, plus legionella and asbestos remedials. Overall savings made on the programme in the year to date are -£0.864m, which has been returned for reallocation to future schemes.

Slipped delivery of -£4.447m has emerged where work has not been able to progress as planned over the summer. The 2020/21 new starts programme of work is subsequently reporting slipped delivery of -£1.924m. Some of the work was rescheduled for the October break but there is a risk forecast expenditure could reduce further if it transpires tendered work cannot be accommodated in the autumn or winter breaks and has to be postponed until next summer.

The majority of the slipped delivery variance observed in the Condition programme refers to the Rhyddings High school rebuild project. It has been met with delays after revised building regulations have necessitated additional works and more structural issues were uncovered on site, for which further costing is required and a budget agreed before the full scheme can be instructed with a contractor. Consequently, the project now reports a forecast slipped delivery variance of -£1.801m. This may improve once certainty is provided around a start date for the rebuild. Enabling works have been instructed and preparatory work has begun on site in readiness. Smaller delivery delays totalling -£0.722m across a number of projects from prior year programmes are reported where agreements for additional funding are likely to be required to proceed.

Additional delivery of £0.751m is reported across a number of projects, £0.475m of this being on projects in the new programme that have progressed well and the remaining comprising mainly of small adjustments to settle final project costs.

Devolved Formula Capital

The DFC programme is a grant funded programme for small to medium capital projects. It is allocated to schools on a formula basis by the DfE in order for schools to spend on capital projects within expenditure guidelines. Spend to date is £1.331m. The forecast position is £1.926m, a variance of -£0.500m from the 2020/21 delivery plan of £2.426m. It is difficult to estimate likely expenditure as projects are not commissioned centrally. This will be reviewed after the October break.

Children and Young People (CYP)

The CYP capital programme has a 2020/21 delivery plan of £1.549m. The delivery plan has 2 schemes that will be worked on this year. The current forecast outturn is £0.927m, a variance of -£0.622m.

Residential Overnight Short Breaks

In February 2020 a proposal was approved by cabinet to develop purpose built short break units for adults with disabilities and complex needs alongside the previously approved children's unit on the former North Cliffe site. A budget of £2.895m was approved including a contribution of £0.300m from Hyndburn borough council. The first project tackles the demolition of the former North Cliffe special school in Great Harwood. The demolition work was completed over the summer and enabling works continue to ready the site for the new building works to commence. £0.004m additional delivery has been incurred.

The second project refers to the construction of the new units, which will be delivered together. A contract has been awarded and there is a provisional start date of the 26th October for a 70 week building programme, reduced from the anticipated 104 week programme. However, a planning consent referring to the drainage design is awaiting formal discharge by planners and it is unclear if this will require flood risk consultation which will delay the planned start date on site. A slipped delivery variance of -£0.627m is therefore reported.

Highways

The Highways capital programme has a 2020/21 delivery plan of £43.901m. The delivery plan has over 500 schemes that will be worked on this year. The current forecast outturn is £44.791m, a variance of £0.890m.

Since July the delivery programme has increased by £4.452m mainly due to the programming of works funded from the additional £15.891m grant from the Department of Transport.

The current forecast outturn is £44.791m which is primarily due to a £1.000m overspend on structural defects and additional delivery of £0.938m offset by slippage of -£1.073m.

The projected overspend on structural defects is due to an increase in the number of potholes being reported. If this trend continues then an overspend in the region of £1.000m is forecast. There are also smaller overspends totalling £0.024m across the remainder of the Highways Block.

The additional delivery includes £0.284m on the urban unclassified pre-patching programme for 2020/21, £0.104m on the 2020/21 ABC programme, £0.095m on

treatment of patched carriageways and footways and £0.059m on the 2020/21 rural unclassified programme.

There is also projected additional delivery on the bridges structural maintenance programme of £0.255m. This programme was developed when the lockdown was in force across the country. Since the lockdown restrictions were eased, the bridges structural maintenance team along with the highways team have been able to deliver more work than initially anticipated.

More progress has been made completing some of the outstanding previous year's drainage schemes resulting in forecast additional delivery of £0.106m.

The contract for vehicle replacement barriers hasn't been awarded yet and as a result it's likely that most of the works will slip into 2021/22, causing a forecast variance of -£0.500m.

Across the Highways block further forecast slippage of -£0.299m is due to a sub-contractor cancelling two road schemes, another scheme -£0.131m has been delayed because tar bound materials have been found in the surface and there have been delays to a scheme in Morecambe due to needing to obtain consent from British Heritage causing slippage of -£0.042m. Slippage of -£0.100m on the Street lighting risk based assessment programme is also forecast.

Transport

The Transport capital programme has a 2020/21 delivery plan of £22.271m. The delivery plan has 157 schemes that will be worked on this year. The current forecast outturn is £13.748m, a variance of -£8.523m.

A summary of the main variations within the block is given below

Lancashire Safer Travel Restart

Lancashire was awarded £3.501m for Covid recovery. This is to be utilised for instant schemes reallocating road space for pop-up bike lanes, wider pavements, cycle and bus-only streets alongside interventions to support schools, signing and messaging and communication. Of this award £0.782m has been received and will be spent in full in 2020/21 with the possibility that this figure will increase depending of the timing of the remaining grant receipts.

Safer Roads Scheme

The process was held up by the Government lockdown and the subsequent delays mean that this tender process will not now be completed until quarter 3 at the earliest and is at risk of finding suitable contractors, -£0.513m is now forecast to slip into 2021/22.

Road safety

Progress on a number of schemes have been reviewed, lowering the forecast to £0.484m with forecast underspends of -£0.065m. As demand for temporary changes has increased there may be a risk that resources in both demand and operational functions may not have the capacity to complete this planned work.

EBARM

Four of the 'Evidence Based Accident Reduction Measures' projects have currently been placed on hold reducing the forecast to £0.039m. The remaining work, all from previous slipped delivery includes Signing and Lining enhancements at various sites and completion of safety work on Chain Lane, Staining.

Skelmersdale Rail Link

Initial studies have been completed and Network Rail have completed a higher level design, costing and impact assessments. The final costs of these investigations have been completed causing additional delivery of £0.700m from previous slippage. In addition the purchase of the Skelmersdale College has been completed and a budget of £1.967m has been established for Demolition of Newcastle Colleges Group buildings and its sports facility, though -£1.042m of this has slipped into 2021/22 with work forecast to finish June 2021.

East Lancs Strategic Cycleway

Work had been put on hold due to resources being directed elsewhere but has since restarted in June. Delays that affected larger sections of the programme have been overcome and Hud Hey Road and Hill End Lane are forecast to be completed. The quarter one delay is expected to push some of the work into early 2021/22 causing slipped delivery of -£0.821m. With specialised surfacing approved for some projects, supply chain issues may create a risk to completion.

Public Rights of Way

Projects that had previously slipped at the Capitol Centre and FP31 Lancaster are both expected to be completed early in this financial year and are now forecast to create additional delivery of £0.163m.

NPIF

The remaining unallocated budget of the NPIF has been utilised to pay for the Transforming Cities Work and of the residual funding a delivery budget of £1.319m has been agreed. This reflects the 6 outstanding projects with the majority of the work expected on the larger North Valley Way and Riversway Corridor but in line with the current actuals and anticipated further delays it is forecast that -£1.000m of the work will slip to 2021/22.

Keeping Traffic Moving

The Refurbishment of Ormskirk bus station, has seen delays and although it has now passed to the design stage it is not anticipated that work will begin prior to 2021/22. It is forecast however that the Smart bus ticket machine procurement will spend the

remaining £0.063m as contactless machines become a priority. Electronic Information displays at Chorley and Nelson have been delayed over a dispute over the ownership of the sites and as a result of this -£0.030m is now forecast to be slipped delivery.

Cycling schemes

Larger projects at Golden Hill Way and Ribbleson Avenue Quiet Way bypass have been affected by Covid related delays and slipped delivery of -£0.384m is forecast, again resourcing issues for different priorities may affect the current plan.

Burnley Pendle Growth Corridor

It has been forecast that eight of the remaining projects will be worked on in this financial year. The agreements with partner Councils have been signed and invoices for appropriate funding have now been issued. The updated forecast shows the work to be finalised by March 2021 and may therefore be at risk of any further lockdown restrictions.

Burnley Town Centre Improvements

As works on the Pioneer Place project will only be undertaken on completion of the work on the Lower St James Street project, the full £1.000m forecast spend for Pioneer Place has now been forecast to slip into 2020/21 as Lower St James is now forecasting -£0.333m of works slipping to 2021/22.

Externally Funded Schemes

The Externally Funded schemes capital programme has a 2020/21 delivery plan of £9.825m. The delivery plan has 21 schemes that will be worked on this year. The current forecast outturn is £9.748m, a variance of -£0.077m.

The largest scheme within the delivery plan is UCLan Masterplan, which is forecasted to be £5.500m of the overall block. There has been in year spend of £2.899m and it is expected to be completed this financial year.

There is a potential overspend variance of £0.102m. This is notably on the Skippool Road, Skippool (£0.082m) and Bispham Road, Thornton Cleveleys (£0.017m) schemes, both funded by Highways England. To cover the overspend on these projects, approval is being sought from the relevant Head of Service to utilise funding from an additional Department for Transport grant, currently included within the Highways Capital Programme.

There is forecast additional delivery of £0.011m from the S278 Bowland View, Great Eccleston scheme in which designs have now been handed over to the developer for review.

There is slippage of -£0.190m across 2 schemes, notably S278 Padiham THI which is expected to have slippage of -£0.180m due to work continuing into 2021/22. Works to

improve the footpath at Bristol Avenue Farrington are now anticipated to start in October 2021 causing slippage of -£0.010m.

There are risks associated with the Whalley King Street Zebra Crossing and Footways and Whalley Town Centre Footway and Bus Stop Improvement schemes, which are currently delayed due to a hold on formal advertising from Legal following lockdown. The main works on these projects are due to commence in January 2021. Whilst the delay is currently not expected to push expenditure in to 2021/22, it is currently unclear as to how long the delay will continue for.

Waste and Others

Due to the minimal number of projects within the block it has been agreed that the block will be disbanded and the ongoing projects reported in other blocks within the Capital programme.

Adult Social Care

The Adult Social Care (ACS) capital programme has a 2020/21 delivery plan of £16.988m. The delivery plan has 8 schemes that will be worked on this year. The current forecast outturn is £16.766m, a variance of -£0.222m.

The Disabled Facilities Grant money (£14.731m), which makes up the majority of the delivery plan, has now been fully passported to district councils.

The Extra Care Grant was separated out into 3 projects covering Preston, Chorley and Fleetwood. The Scheme at Chorley has previously been completed and it is forecast the this year will see the completion of the Preston project, an enhanced sheltered housing project of 60 flats which will see a contribution of £0.540m paid in 2020/21 slightly lower than the delivery budget of £0.550m.

For the Libraries ICT project it is now anticipated that the remainder of this budget will be used in 2020/21 with actuals of £0.567m already incurred. Further disputes in the delay chain or compatibility issues with the new software are potential causes of concern. The on-going Liquid Logic improvements for the 'Lancashire Person Record Exchange Service' has a forecast variance of -£0.162m due to costs now expected to slip into 2021/22.

A project to improve the capacity of the Burnley Adults Short Breaks Unit to meet the increasing demand for the service has been agreed with a budget of £0.250m forecast to be fully utilised with completion in March 2021. This project is currently at the detailed design stage but possibly at most risk within the block as it will require work to be completed on site and could therefore be affected by any further lockdown instructions.

Corporate

The Corporate capital programme has a 2020/21 delivery plan of £27.653m. The delivery plan has 169 schemes that will be worked on this year. The current forecast outturn is £17.159m, a variance of -£10.494m.

There is forecast slippage of -£1.100m on the Enterprise Zone Groundworks project, this is a prudent forecast based on year to date spend but if work picks up in the next couple of months then there's the possibility the delivery plan figure of £4.100m could be achieved this financial year.

The Eden North project has been added and is forecast to create £0.500m of additional delivery in 2020/21. Further spend will be incurred in future years but the full scheme budget has yet to be finalised.

Within the Central systems and ICT programme there is an underspend on the ISIS replacement scheme of -£0.161m. The Oracle Cloud System project has forecast slippage of -£5.000m as design work is now all that is expected to be delivered this financial year although the implementation timeline remains unchanged. Further work on the upgrade/replacement of the electronic and document records management systems and the improvement to council chamber webcasting are still on target for completion in 2020/21 and have not been slowed by social distancing, although compatibility issues with current ICT systems poses potential risks.

The budget for the programme of Building Condition has been set at £4.518m with 73 active projects. It has been agreed that due to the current Covid restrictions, six of the current projects have been put on hold with delivery likely in 2021/22, the total slipped delivery caused by these projects is -£0.498m but a further -£2.247m in slipped delivery across the other projects due to Covid access issues and supply chain problems, brings the total forecasted slipped delivery to -£2.745m.

Works to operational premises has a delivery budget for the year of £2.237m over 30 active projects. Nine projects have now been completed and have resulted in underspends of -£0.182m but operational delays across the programme have caused forecast slipped delivery of -£1.069m. There has been some work on projects that were not in the delivery plan and £0.036m of additional delivery from previously slipped budget has been incurred, including re-roofing Chorley Interchange (£0.024m) which is now complete. These projects plus those in building condition work and White Cross are at a higher risk of disruption caused by social distancing or self-isolation issues due to the being based on site.

Work at White Cross Mill 14 is near completion and currently forecasting an underspend of -£0.046m.

The remaining projects in the service challenge programme are the replacement parking services computer system which has its 2020/21 funding of £0.320m included as the delivery budget and remains on target. However Highways charges for extra

work at County Hall and Arthur Street car park has added £0.026m of additional delivery.

A payment to BT for the superfast broadband programme has seen additional delivery on the project of £0.412m.

Vehicles

The Vehicles capital programme has a 2020/21 delivery plan of £4.924m. The delivery plan has over 20 vehicles to be delivered this year. The current forecast outturn is £3.924m, a variance of -£1.000m.

The most significant items being procured this year include 9 salt spreading vehicles, 3 mobile libraries, 15 travel care minibuses, 3 excavators and ancillary equipment for Waste and 2 tailored vehicles and a trailer for trading standards. This is in addition to a number of vans and other specialised vehicles for Highways and other services.

To date a wheeled paving machine for Highways and 14 of the travel care minibuses have been delivered at a cost of £1.250m. The current forecast of £3.924m is based on current committed orders however this could increase once tenders/specifications that are currently being worked on are finalised and delivery timescales known.

There is currently a delay of 2 to 3 months on some orders and the potential for further lockdowns due to Covid means there is a risk of vehicles not being delivered before the end of the year. The salt spreading vehicles are unlikely to be in service before the start of 2021.

Transforming Cities Fund (TCF)

The TCF capital programme has a 2020/21 delivery plan of £3.936m. The delivery plan has 3 schemes that will be worked on this year. The current forecast outturn is £1.200m, a variance of -£2.736m

Lancashire County Council had their revised proposal for TCF investment in the Preston city region approved late on in June 2020. Work is currently underway and it is expected that £1.200m of grant funded elements of delivery scheduled for 2020/21 will be completed this financial year, causing a slipped delivery variance of -£2.736m.

Report to the Cabinet

Meeting to be held on Thursday, 5 November 2020

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

Electoral Division affected:
(All Divisions);

Procurement Report

(Appendix 'A' refers)

Contact for further information:

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Executive Summary

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

- (i) Agency Staff Neutral Vendor Managed Service
- (ii) Framework Agreement for Professional and Technical Services

and to note an amendment to a previously agreed procurement procedure:

- (iii) Amendment to plant and vehicle hire report approved by Cabinet on 3 October 2019.

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

Recommendation

Cabinet is asked to approve the commencement of the procurement exercises as set out in Appendix 'A' and to note the amendment to a previously agreed procurement procedure.

Background and Advice

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

- The description of the services

- The procurement route proposed
- The estimated contract value
- The proposed basis for the evaluation of the tender submissions.

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

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

In addition Cabinet is asked to note an amendment to a previously agreed procurement procedure. In October 2019, Cabinet approved the commencement of a procurement process for vehicle and plant hire. The proposed approach was to use a Dynamic Purchasing System for a period of 10 years, with a total contract value of £36.5m. Following a review, it is no longer considered that a Dynamic Purchasing System is a feasible approach.

It is therefore proposed that the approach be revised to the establishment of a Framework Agreement for a period of four years. Lancashire Renewables Ltd is making separate contractual arrangements for their long term leases of plant and as such the annual cost will decrease by approximately £1m to approximately £2.65m per year. The total value of the Framework Agreement is anticipated to be £10.6m. All other details as set out in the original report remain the unchanged and the primary user of the Framework Agreement will be the county council's Highways Service.

Consultations

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

Implications:

This item has the following implications, as indicated:

Financial

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

The county council does not generally budget for agency staff, as all posts are budgeted for as established posts within the overall staffing budget. When agency staff are appointed it is on the basis that this can be contained within the service and/or county council financial envelope.

Commissions charged to the Capital projects will be contained within the approved budget for these schemes.

List of Background Papers

Paper	Date	Contact/Tel
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None		
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Reason for inclusion in Part II, if appropriate		
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N/A		
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Procurement Title
Agency Staff Neutral Vendor Managed Service
Procurement Option
Direct Award via Eastern Shires Purchasing Organisation (ESPO) Managed Services for Temporary Agency Resources framework (MSTAR3)
New or Existing Provision
Existing – current contract end date 01/03/2021
Estimated Contract Value and Funding Arrangements
Approximately £10,875,000 per annum, £43,500,000 over four year contract term. Payments in relation to agency staff are transferred to the appropriate service budget.
Contract Duration
Initial period of 24 months with an option to extend the contract beyond the initial term to a maximum of a further 24 months.
Lotting
Not applicable. The contract will be delivered via a neutral vendor, managed service provider model. The provider will manage a supply chain of approximately 81 recruitment agencies to fulfil placements for a variety of job categories. Lotting the contract into specific job categories would undermine the neutral vendor model and create an unnecessary administration burden on the Council (for example training managers on different provider systems, processing invoices from multiple providers etc.).
Evaluation
A formal tender evaluation is not required as the contract will be awarded through the ESPO MSTAR3 framework via a direct award. MSTAR3 allows for a simple and competitive route to procuring the required services and is compliant with UK/EU procurement legislation, and therefore removes the need to run a full EU procurement process. All providers listed on the ESPO framework have been assessed for their financial stability, track record, experience and technical and professional ability. A price benchmarking exercise has been conducted by the council, against all suppliers on the ESPO MSTAR3 framework in order to identify the best value supplier. Social value commitments are included as part of the contract award.
Contract Detail
The Council employs up to 12,594 staff and requires agency staff to complement and fill vacancy gaps in the workforce at any given time. This may be across work profession categories such as administration, engineering, environmental, facilities management, legal, procurement, and social work, covering various levels, from lower grades to senior management. As such, a variety of agencies is required to fulfil such a varied and diverse workforce requirement. A managed serviced provider (MSP) takes responsibility for customers' temporary staffing requirements rather than the customer managing a selection of agencies themselves. The MSP manages the procurement, placement and payment arrangements of the agency workers assigned by those supplying agencies. Benefits of using a MSP include:

- Reduction in costs through economies of scale, efficiency savings, standardised fees
- Single point of contact
- Streamlining of invoicing
- Structured management information and reporting
- Agreed key performance indicators to drive improved service
- Robust compliance checks
- A more resilient service with access to multiple agencies
- Good opportunity for local and SME providers within supply chain

A Neutral Vendor MSP manages the supply chain but does not necessarily supply any temporary agency workers themselves. The Neutral Vendor MSP may request temporary agency workers from subsidiary or associated companies but must ensure that these companies do not receive more favourable treatment than other agencies, as well as ensuring that the customer is only contracted to the Neutral Vendor MSP and not the agencies directly. All agencies must be on the same fair terms and conditions.

The Council currently has a Neutral Vendor MSP contract with Matrix SCM Ltd, which commenced 2 March 2017 and expires 1 March 2021.

The Skills, Learning & Development (SLD) team manage the contract and wish to continue to use the neutral vendor model as it works well for the Council. A high fulfilment rate of 99% reflects this position.

A price benchmarking exercise conducted against the other providers on the ESPO framework demonstrates that Matrix SCM Ltd continue to offer best value for the Council and also took into account a number of practical implications:

- The resource implications that would be required to re-train all recruiting managers (approximately 399) on a new system should there be a change of neutral vendor provider.
- In areas of high turnover, relationships have inevitably formed between the recruiting managers and agencies where, in some cases, repeat agency workers are preferred so that there is consistency in supporting and providing care to some of the Councils most vulnerable clients. A change of neutral vendor provider could mean that parts of the supply chain are required to sign up to a new vendor. This would take time and have an impact on the supply chain in the short to medium term.
- It is unlikely that rates achievable from the Council conducting its own tender exercise would match the ESPO MSTAR3 framework rates due to the economies of scale commanded by ESPO when procuring their framework.

As a result of the benchmarking exercise the recommended procurement option is to direct award a call-off contract to Matrix SCM Ltd via the Eastern Shires Purchasing Organisation (ESPO) Managed Services for Temporary Agency Resources framework (MSTAR3) framework.

Procurement Title	
Framework Agreement for Professional and Technical Services	
Procurement Option	
OJEU – Open Tender	
New or Existing Provision	
Existing – current contract end date 19/05/2021	
Estimated Contract Value and Funding Arrangements	
£2.4 - £3.9 million per annum, up to £14.1 million over four years.	
Funding for commissions will continue to be through capital programmes and external grants.	
Contract Duration	
The initial period of the framework will be 36 months with an option to extend the framework beyond the initial term to a maximum of a further 12 months.	
Commissions called-off from the framework will vary in length dependent upon the scope of the individual commission. These may extend beyond the end of the framework term.	
Lotting	
Not applicable. As individual commissions can potentially reach over a number of different service disciplines, lotting by service discipline could restrict the ability of organisations to provide a complete solution.	
Therefore, a two-consultant framework with consultants who can cover the full range of service disciplines is the recommended approach. Market analysis indicates a sufficient number of organisations who can offer the full scope of services requested.	
SMEs will have the opportunity to submit consortium or joint venture bids with other suppliers should they not be able to cover all service disciplines themselves.	
Evaluation	
Framework evaluation	
Quality Criteria: 50%	Financial Criteria: 50%
Social Value will account for 5% of quality criteria, and will target the objectives of:	
<ul style="list-style-type: none"> - Promoting training and employment opportunities for local people - Promote environmental sustainability 	
Individual commission evaluation (mini competitions)	
Quality Criteria: 0-100%	Financial Criteria: 0-100%
Individual commissions that are competed as mini competitions between the two consultants will include quality and financial criteria set at the time of competition, and may range from 100% quality to 100% on price depending on the nature and scope of the commission.	
Contract Detail	
The Council has operated a framework agreement for the provision of professional and technical highway related services for a number of years, the most recent framework covering the period 20 May 2017 until 19 May 2021.	
A new framework is required to replace the current framework upon expiry.	
The overarching strategic aims of the framework are to:	
<ul style="list-style-type: none"> - improve the ways in which contracts are administered; 	

- to access technical expertise not currently in-house;
- provide economic, efficient and effective service delivery to clients;
- improve the standards of project delivery;
- achieve high quality standards;
- achieve high levels of customer satisfaction; and
- drive value for money from larger individual commissions via mini-competition.

The framework will deliver "top-up" services to supplement the Council's existing in-house design services.

Work commissioned through the framework agreement will include (but not be limited to) professional/technical work relating to:

- civil engineering and geotechnical services;
- environmental services, including urban design planning and public realm regeneration
- traffic modelling, transport planning services, intelligent transport systems and new mobility solutions;
- asset management;
- building structural engineering;
- project management; and
- grant bid preparation.

The recommendation is for the Council to conduct an OJEU Open procurement procedure, to secure a multi-provider (maximum of two consultants) framework.

Subsequent work packages (commissions) will be awarded to consultants on the framework in the following ways:

Commissions with a value of £40,000 or higher

Price/Quality Mini Competition

Consultants will submit competitive quotations for the award of a call-off contract by means of a price and quality competition. The framework will be set up to permit variance in the balance of price / quality assessments.

Commissions with a value of under £40,000

Commissions under the threshold value will be awarded directly to the consultant that was highest ranked in the framework evaluation. The consultant is required to provide a quote for the commission. The quote will be subject to negotiation by the Council. Should the first ranked consultant be unable fulfil the commission, the commission will be offered to the second consultant.

Follow on work, commission revisions

Follow on work, or commission revisions may require award to the consultant that carried out the initial commission, although this should only occur where it would be impractical or uneconomical to run a mini competition.

Report to the Cabinet

Meeting to be held on Thursday, 5 November 2020

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

Electoral Division affected:
(All Divisions);

Request Approval to Extend Existing Contracts in Response to Covid 19

(Appendix 'A' refers)

Contact for further information:

Paul Fairclough, Tel: (01772) 538206, Procurement Manager,
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Executive Summary

Given the continued unprecedented circumstances brought about by the Covid 19 outbreak, the Procurement Service has undertaken a further review of contracts which would otherwise have commenced re-procurement work in the next 6 to 12 months, but resources in the service areas continues to be focussed on Covid related activity. Approval is sought to extend contracts.

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

Recommendation

Cabinet is asked to:

- (i) Approve the extension of the contracts as set out in this report and detailed in Appendix 'A'.
- (ii) Authorise Directors and Heads of Service to determine the length and number of extensions within the maximum scope permitted by this report.

Background and Advice

Given the unprecedented circumstances brought about by Covid-19 resources in the service areas and service providers continues to be focussed on Covid related activity. The main areas impacted in the context of this report are Adult Social Care and Public Health.

Service areas have been engaged in dealing with the Covid-19 pandemic response in Lancashire, dealing with outbreak management issues and also supporting

externally commissioned providers to operate safely within current constraints. As such there is minimal time across commissioning teams to support 'business as usual' commissioning and procurement. This will mean commissioning activity that would be commencing in the next 6 to 12 months in relation to contract review, redesign, consultation and procurement is not possible.

The Procurement Service has therefore undertaken a further review of contracts expiring that would otherwise have had this work underway in the next 6 to 12 months to support re-procurement.

Following discussions with the service areas concerned it is clear that this impacts on a number of contracts expiring in 2021, 2022 and 2023. Key contracts such as services for Telecare and Substance Misuse, whilst not expiring in the next year, require highly complex commissioning, procurement and mobilisation processes. This will need to take place in the dynamic health/social care environment, requiring interaction with the provider market (and often health partners) and work to re-procure would need to commence now.

Furthermore, the extensions requested are reflective of a concertina effect occurring due to the immediate disruption to the procurement of services, causing disruption to the schedule of procuring those services that would naturally have followed on.

Where the council has a need to maintain continuity for the delivery of goods, works and services, the council must generally procure contracts in accordance with the Public Contract Regulations 2015 (PCRs). Where the council, due to circumstances beyond its control, is unable to procure new contracts by undertaking a compliant tender exercise, the PCRs permit extension or modification of existing contracts if certain conditions are met. The most relevant provision of the PCRs in the circumstances is Regulation 72(1)(c).

Proposals for contracts expiring have therefore been considered in accordance with Cabinet Office Guidance (Procurement Policy Note 01/20 'Responding to COVID-19') and Regulation 72(1)(c) PCR.

Regulation 72(1)(c) sets out the following:

Contracts ... may be modified without a new procurement procedure ... in any of the following cases:

(c) where all of the following conditions are fulfilled:

- (i) the need for modification has been brought about by circumstances which a diligent contracting authority could not have foreseen;*
- (ii) the modification does not alter the overall nature of the contract;*
- (iii) any increase in price does not exceed 50% of the value of the original contract or framework agreement.*

This report identifies those contracts meeting the criteria for modification with the incumbent supplier. Further specific considerations in respect of certain contracts are dealt with in the "Legal" section below.

It is vital that in respect of those contracts the council:

- (a) limits any contract extension or other modification to what is absolutely necessary to address the circumstances of the continuing Covid-19 outbreak;
- (b) limits any contract extension or modification to fall within the boundaries of Regulation 72(1)(c) of the PCRs; and
- (c) keeps a written justification that satisfies the above conditions, with reference to the specific facts;
- (d) publishes a notice in the Official Journal of the European Union in respect of each extended contract confirming reliance upon this ground.

In respect of requirement (a) it must be acknowledged that this report sets out 24 month extensions to a number of the Public Health contracts listed, and two of those contracts could already have been extended until 2023 without any further intervention.

The proposals anticipate that circumstances in 2021 will permit the resumption of 'business as usual' commissioning and procurement cycles. Granting longer extensions to contracts at this stage recognises that unless substantial additional resources became available to undertake the same work in a shorter period of time there would not be capacity to concurrently commission and procure the breadth of services that would otherwise expire in parallel.

There is also the question of provider market capacity to respond to any consultation/procurement processes undertaken. In a number of cases providers have, since the commencement of the Covid-19 pandemic, delivered additional services, adapted the delivery of existing services or been prevented from performing elements of services. In a number of cases the pandemic continues to adversely affect their normal service delivery and bidding functions. In the event that the council undertook the procurement processes in Appendix 'A' sooner than proposed, it is possible that participation (and therefore competition) would be impacted, which risks a detrimental outcome for both the council and providers.

Utilising a contract extension period that could be perceived as at odds with requirement (a) may increase the risk of a legal challenge from competitor providers, who would otherwise have had the opportunity to bid for newly tendered contracts. The council must therefore be satisfied that the requested extension periods are justified in the circumstances, in that they are limited to what is absolutely necessary to address the circumstances of the Covid-19 pandemic. If necessary, the county council must be prepared to rely upon the justifications for the extensions as set out in this report and at Appendix 'A'.

Where an extension is requested in this report it is proposed that this is taken forward on the basis that the Director/Head of Service will be authorised to determine length and number of extensions within the maximum scope permitted by this report. In the event that the opportunity to procure services prior to the maximum extension period being reached is presented this is to be taken. Where additional permitted changes are required to contracts to ensure the continued effective of services delivery during the extension period this may be agreed with the service provider as part of the contract variation, subject to compliance with the principles

set out in Regulation 72(1)(c) PCR in respect of the modification not altering the overall nature of the contract. An example of such a case is the Telecare contract where any extension to the contract would need to include provision to support the upcoming digital migration of equipment.

The contracts concerned are detailed at Appendix 'A', the table below summarises the extensions by procurement category:

Category of spend	Value of maximum extension requested	Number of contracts	Average length of maximum extension requested
<i>Care and Public Health</i>	£42,923,335	16	15
<i>Corporate</i>	£500,000	1	12
	£43,423,335	17	15

Consultations

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

Implications:

This item has the following implications, as indicated:

Risk management

Legal

The relevant provisions of the Public Contract Regulations are set out in the body of this report. Subject to the county council complying with the prescribed limits for the proposed contract extensions/modifications, the requirements of Regulation 72(1)(c) generally and the Cabinet Office Guidance set out in Procurement Policy Note 01/20, the extension of contracts recommended in this report will be undertaken in a lawful manner.

In respect of the county council's Procurement Rules ("the Procurement Rules") the recommended extensions are outwith the provisions of those rules. Pursuant to paragraph 14.2 of the Procurement Rules, decisions taken contrary to the Procurement Rules must be taken by Cabinet.

Financial

The estimated value of the contracts are set out above and individually at Appendix 'A'. The estimated contract values represent a maximum within which the council intends to operate, and services will be expected to operate the contracts within their agreed budget.

List of Background Papers

Paper	Date	Contact/Tel
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None		
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Reason for inclusion in Part II, if appropriate		
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N/A		
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Category	Contract Title	Contract Description	Contractor	Contract Start Date	Current Maximum Extension Date	Estimated Annual Value	Estimated Total Contract Value (excluding any extension period)	COVID 19 - Comment / Justification in respect of recommendation	Proposed New Contract End Date	Value of Extension required after Contract end date	Approx Length of Extension in months
Care and Public Health	Emotional & Mental Health in Schools & Colleges Support Service	The Emotional and Mental Health in Schools and Colleges Support Service will provide support and advice to staff employed in an educational setting	LANCASTER UNIVERSITY	04/05/18	31/03/21	£158,000	£474,000	• This would align with the end of the school year and provide time for the team post pandemic response to review and	31/07/22	£210,667	16
Care and Public Health	NHS Health Checks	Provision of NHS Health Checks in Communities, Workplaces and Places of Worship in Lancashire being offered in 2 lots Lot 1 - NHS Health Checks in Communities Lot 2 - NHS Health Checks in Workplaces and Places of Worship in Lancashire	CHOOSE HEALTH LTD BLUE HEALTHCARE (PART OF BLUE ENVIRONMENTAL LTD)	01/04/17	31/03/22	£600,000	£2,400,000	• NHSHC are currently operating in a very difficult climate across primary care settings. All current focus is on supporting providers to transition into meaningful COVID safe delivery to support our local communities. • Current end date for march 22 would require the redesign work to begin now – as above, no staff capacity to lead this. • Current market unlikely to be in a firm position to deal with procurement given pressures across the system.	31/03/23	£600,000	12
Care and Public Health	Lancashire Tobacco and Nicotine Addiction Treatment Service	Lancashire Tobacco and Nicotine Addiction Treatment Service	LANCASHIRE CARE NHS FOUNDATION TRUST	01/04/16	31/03/21	£1,595,880	£8,176,400	• Current end date for march 21 would require the redesign work to begin now – as above, no staff capacity to lead this. • Current contract requires significant redesign to align with a changing landscape (e.g. predominance of e cigarettes, changing smoking profile) • Current market unlikely to be in a firm position to deal with procurement given pressures across the system. • Adapted service delivered throughout COVID period.	31/03/23	£3,191,760	24
Care and Public Health	Young Peoples Substance Misuse	Tiers 1 - 3 substance misuse service provision for young people across Lancashire	YOUNG ADDACTION / WE ARE WITH YOU	01/04/16	31/03/23	£1,171,908	£8,010,177	• Contract requires significant redesign and consultation work to impact on prevention and costs issues. • Estimated to be a 18 month redesign and procurement process. • No staff capacity to lead this work currently. • Given all the other work potentially shifting in timescale, PH will need sufficient capacity to focus on complex redesign – would not be possible if concurrent with other redesign processes given small team.	31/03/24	£1,171,908	12
Care and Public Health	Tier 4 Substance Misuse	Framework of providers to provide Tier 4 substance misuse services incl detox, rehab and alcohol reduction programme to SU's across Lancashire	ARCH INITIATIVES CAIS - CYNGOR ALCOHOL INFORMATION SERVICE DELPHI MEDICAL CONSULTANTS LTD GREATER MANCHESTER WEST MENTAL HEALTH HARVEY HOUSE SOCIAL ENTERPRISES LTD MERSEY CARE NHS TRUST PHOENIX FUTURES OASIS RECOVERY COMMUNITIES LTD TURNING POINT SERVICES LTD ACORN RECOVERY PROJECTS ADDICTION DEPENDENCY SOLUTIONS COMMUNITY MEDIATION HOUSING LTD HOLGATE HOUSE (DP) LITLEDALE HALL THERAPEUTIC COMMUNITY LTD SHARDALE LTD THOMAS ORGANISATION COMMUNITY MEDIATION HOUSING LTD	04/01/16	03/01/21	£3,100,000	£22,000,000	• Request to extend existing contracts to January 2023. Current end date for January 21 would require the tender to be underway now – as above, no staff capacity to lead this. • Current contract requires significant redesign to align with a changing landscape in a COVID and post COVID world. • Fully operational throughout COVID period. • Value represents maximum contract value as tendered - variable owing to demand for services.	31/01/23	£6,200,000	24
Care and Public Health	Short Term Support Accommodation for Single People with Complex Needs	The service is being commissioned to provide short term block contracted accommodation based support service(s) for vulnerable and excluded single people and couples aged 18 plus who have multiple and complex needs. There are 5 Lots Lancaster, Wyre, Central, Burnley and Hyndburn	Lancaster: ADACTUS HOUSING ASSOCIATION Wyre and District: CREATIVE SUPPORT LTD Central and District, no bids received Burnley and District: CALICO HOMES LTD Hyndburn and District: EMERGING FUTURES	01/04/18	31/03/22	£676,000	£2,704,000	• Request to extend existing contracts to March 2023. Current end date for march 22 (for most) would require the redesign work to begin now – as above, no staff capacity to lead this. • Current contract requires significant redesign to align with a changing landscape in a COVID and post COVID world. • Fully operational throughout COVID period.	31/03/24	£1,352,000	24

Care and Public Health	Sexual Health (All Ages)	Provision of integrated open access sexual health services across Lancashire for people of all ages	BLACKPOOL TEACHING HOSPITALS	01/04/16	31/03/23	£4,800,000	£33,600,000	<ul style="list-style-type: none"> Contract requires significant redesign and consultation work to impact on prevention and costs issues. Estimated to be a 2 year redesign and procurement process given complexities and significant interface with NHS. No staff capacity to lead this work currently. Given all the other work potentially shifting in timescale, PH will need sufficient capacity to focus on complex redesign – would not be possible if concurrent with other redesign processes given small staffing team. Provider delivered an adapted service throughout COVID pandemic Value represents maximum contract value as tendered - variable owing to demand for services. 	31/03/25	£9,600,000	24
Care and Public Health	Sexual Health (Young People)	Provision of integrated open access sexual health services across Lancashire for young people	BLACKPOOL TEACHING HOSPITALS	01/05/19	31/03/23	£2,000,000	£8,000,000	<ul style="list-style-type: none"> Contract requires significant redesign and consultation work to impact on prevention and costs issues. Estimated to be a 2 year redesign and procurement process given complexities and significant interface with NHS. No staff capacity to lead this work currently. Given all the other work potentially shifting in timescale, PH will need sufficient capacity to focus on complex redesign – would not be possible if concurrent with other redesign processes given small staffing team. Provider delivered an adapted service throughout COVID pandemic Value represents maximum contract value as tendered - variable owing to demand for services. 	31/03/25	£4,000,000	24
Care and Public Health	Provision of a local Healthwatch Service in Lancashire	Healthwatch was created by the Health and Social Care Act 2012 as the independent consumer champion for health and social care. Healthwatch operates at national level through Healthwatch England and at a local level through the provision of a local Healthwatch service.	PEOPLE FIRST INDEPENDENT ADVOCACY LTD	01/05/18	31/03/21	£319,000	£1,038,000	Owing to the current Covid activity and the requirement to mobilise to meet winter pressures it is not possible to resource the commissioning of this service in the next 6 to 12 months.	31/03/22	£319,000	12
Care and Public Health	Extra Care Service Greenbrook	Extra care housing provides safe and secure self-contained accommodation for older adults who require varying levels of care and support to enable them to live independently in a home environment.	WILLOWBROOK HOMECARE (RIBBLE VALLEY) LTD	20/04/15	30/06/21	£101,500	£609,000	Owing to the current Covid activity and the requirement to mobilise to meet winter pressures it is not possible to resource the commissioning of this service in the next 6 to 12 months. Estimated value stated represents the contracted block contract hours.	30/06/22	£101,500	12
Care and Public Health	Extra Care Services	Extra care housing provides safe and secure self-contained accommodation for older adults who require varying levels of care and support to enable them to live independently in a home environment.	ICARE SOLUTIONS NW LTD GUARDIAN HOMECARE CREATIVE SUPPORT	24/07/17	23/07/21	£873,000	£3,492,000	Owing to the current Covid activity and the requirement to mobilise to meet winter pressures it is not possible to resource the commissioning of this service in the next 6 to 12 months. Estimated value stated represents the contracted block hours.	23/01/22	£436,500	6
Care and Public Health	Roving Night Time Support Service In Lancashire	<p>The Roving Night Time Support Service can be broadly defined as a domiciliary home care service that provides care for people in their home during the night time hours, seven days a week with a supporting 24 hour, 7 days a week referral response service.</p> <p>The Service is only available to people who are aged over 18 years of age, who have eligible social care needs, live in their own home and who have a night time need identified. In the main, the Service is a planned service, however, there will be a requirement to respond to urgent needs on an ad hoc basis.</p> <p>Visits are short and task focused in order to cause the least disturbance to Service Users as possible.</p>	WILLOWBROOK HYNDBURN LTD	01/10/19	30/09/21	£816,000	£1,632,000	<p>Owing to the current Covid activity and the requirement to mobilise to meet winter pressures it is not possible to resource the commissioning of this service in the next 6 to 12 months. Estimated value stated represents the contracted block contract hours</p> <p>Value stated represents maximum contract value.</p>	30/09/22	£816,000	12

Care and Public Health	Framework Agreement for the Supply of a Mental Health Rehabilitation Service	Framework Agreement for the Supply of a Mental Health Rehabilitation Service	ACTIVE PATHWAYS - BURROWBECK GRANGE ALTERNATIVE FUTURES GROUP LTD ALMOND VILLAS LTD CARLETON HOUSE CLIFTON LAWNS CREATIVE SUPPORT LTD EDEN FUTURES T/A SUPPORTED HOMES LTD IMAGINE INDEPENDENCE LANGLEY HOUSE TRUST LIFEWAYS SIL LTD MAKING SPACE NAS SERVICES LTD NEXT STAGE FOR FOSTERING LTD PATHWAYS NORTHWEST LTD POTENS RICHMOND FELLOWSHIP ROCKMOUNT NORTHWEST LTD SPECIALIST CARE TEAM LTD	30/11/17	30/11/21	£9,000,000	£36,000,000	Owing to the current Covid activity and the requirement to mobilise to meet winter pressures it is not possible to resource the commissioning of this service in the next 6 to 12 months. Value stated represents maximum value of contracts that could be issued under the framework agreement.	30/11/22	£9,000,000	12
Care and Public Health	Telecare Home Response Service Lancashire	Home Response and Falls Lifting Service	NEW PROGRESS HOUSING ASSOCIATION	01/10/19	30/09/21	£274,000	£383,000	Owing to the current Covid activity and the requirement to mobilise to meet winter pressures it is not possible to resource the commissioning of this service in the next 6 to 12 months. Extension is subject to discussions with partners in respect of funding arrangements.	30/09/22	£274,000	12
Care and Public Health	Telecare		TUNSTALL HEALTHCARE (UK) LTD	01/05/15	30/04/22	£4,900,000	£24,500,000	Contract requires significant redesign work and highly complex implementation. Extension requested reflects the 2 year timeline to work through specifying, procuring, evaluating and mobilising a new service contract.	30/04/23	£5,500,000	12
Care and Public Health	Crisis Support Scheme - Provision of Household Essentials	Provides support to those citizens experiencing crisis situations, by sourcing and delivering essential furniture and electrical items to Lancashire citizens. The service is designed to assist the most vulnerable to meet short term needs and promote their continued independence within the community.	Selnet Ltd	01/07/20	30/06/21	£300,000	£300,000	Owing to the current Covid activity and the requirement to mobilise to meet winter pressures it is not possible to resource the commissioning of this service in the next 6 to 12 months.	31/12/21	£150,000	6
Corporate	Occupational Health	Contract to supply Occupational Health Services	OH ASSIST LTD	01/04/17	31/03/21	£500,000	£2,000,000	Owing to the current Covid activity it is not possible to resource the commissioning of this service in the next 6 to 12 months. Value stated represents anticipated maximum value, this is variable based on demand.	31/03/22	£500,000	12
										£43,423,335	

Report to the Cabinet

Meeting to be held on Thursday, 5 November 2020

Report of the Head of Legal and Democratic Services**Part I**

Electoral Division affected:
(All Divisions);

Blackburn Cathedral Council - Appointment of a County Council Representative

Contact for further information:

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

The addition of Blackburn Cathedral Council to the county council's list of outside bodies and the appointment of a county council representative to the Blackburn Cathedral Council.

Recommendation

Cabinet is asked to approve:

- (i) The addition of Blackburn Cathedral Council to the list of outside bodies to which the county council makes appointments.
- (ii) Subject to (i) above, the appointment of County Councillor Jayne Rear as the county council's representative to the Blackburn Cathedral Council until the next county council elections in 2021.

Background and Advice

The county council has been approached by the Diocese of Blackburn with a request to consider appointing a county council representative to Blackburn Cathedral Council.

The role of the Cathedral Council is to support the work of the Cathedral, spiritual, pastoral, evangelistic, educational, social and ecumenical, reviewing and advising upon the direction and oversight of that work. The Cathedral Council:

- Considers proposals by the Cathedral Chapter in connection with the general direction and mission of the Cathedral.

- Receives and considers the annual budget.
- Receives and considers the annual report and audited accounts.

Appointments to outside bodies are normally considered and approved by Cabinet every four years following a county council election. The Director of Corporate Services is authorised, in consultation with the Deputy Leader of the County Council, to approve in year appointments and changes. However, as this is a completely new appointment, involving the addition of Blackburn Cathedral Council to the list of outside bodies to which the county council appoints, approval by Cabinet is necessary.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

There are no risks associated with the proposals set out in this report.

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A

Report to the Cabinet

Meeting to be held on Thursday, 5 November 2020

Report of the Head of Service - Asset Management**Part I**

Electoral Division affected:
(All Divisions);

Transport Asset Management Plan End of Phase 1 Review

(Appendix 'A' refers)

Contact for further information:

Paul Binks, Tel: (01772) 532210, Highways Asset Manager

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Executive Summary

The Transport Asset Management Plan 2015 - 2030 was approved by the Cabinet Member for Highways and Transport on 10 June 2014 and identified the key strategic priorities of the county council.

It is proposed to publish a review of the progress made during phase 1 of the Transport Asset Management Plan which ran from 1 April 2015 to 31 March 2020 and report the latest condition of our assets.

Recommendation

Cabinet is asked to:

- (i) Note the update on progress outlined in the Progress Transport Asset Management Plan Phase 1 Breakdown as set out at Appendix 'A'.
- (ii) Authorise the Director of Strategy and Performance to approve and publish the 'Transport Asset Management Plan – End of Phase One Review' full document 2019/20 in consultation with the Deputy Leader of the County Council and Cabinet Member for Highways and Transport.

Background and Advice

The Transport Asset Management Plan 2015 - 2030 was approved by the Cabinet Member for Highways and Transport on 10 June 2014 and identified the key strategic priorities of the county council.

It is proposed to publish, on the Lancashire County Council website, a review of the progress made during phase 1 of the Transport Asset Management Plan which ran from 1 April 2015 to 31 March 2020 and report the latest condition of our assets (see Appendix 'A' for a summary). Approval is sought to publish this 'Transport Asset Management Plan – End of Phase One Review' in full, in consultation with the Deputy Leader and Cabinet Member for Highways and Transport. The full document details the asset condition by district area and describes the Cabinet approved funding received and the Self-assessment score declared as being Band 3, allowing maximum Department for Transport Incentive Fund funding to be received. Good progress has been made in respect of the condition of the A, B and C road networks, which was the focus of phase 1. They are now in an overall better condition than they were in 2014.

Phase 2 of the Transport Asset Management Plan started in April 2020 and runs until March 2025. Following publication of the phase 1 results, it is proposed to review the original Transport Asset Management Plan assumptions using the latest asset condition data and lifecycle modelling to produce a draft Transport Asset Management Plan Phase 2 Review document. The document will set out the results of the lifecycle modelling and condition review and present the priorities and proposed funding apportionments for the period 2020/21 to 2024/25; this will be the subject of a later report.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

Financial

Proceeding into Phase 2 of the Transport Asset Management Plan without reviewing progress in Phase 1 and without assessing the impact of current condition and funding scenarios on asset condition and reviewing Phase 2 would lead to inefficiencies in the allocation of capital funds, increased costs due to preventative maintenance not being undertaken at the correct life cycle of the asset and anticipated asset condition deterioration.

The End of Phase 1 Review document is also supporting evidence for the Department for Transport Self-Assessment which is carried out annually. It shows that the authority seeks to avoid using outdated condition information which could result in the county council failing to achieve a band 3 ranking which in turn would reduce the level of funding received from the Department for Transport by approximately £2.707m per annum.

Phase 2 of the Transport Asset Management Plan will need to take into account the Capital Strategy 2020 and subsequent updates and fit within the financial envelopes available, to ensure the overall capital strategy is deliverable and sustainable.

Legal

The Transport Asset Management Plan is an important document explaining and justifying work done and expectations. That it is reviewed and updated is important and it informs the authority's position with regard to challenges and priorities.

List of Background Papers

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

Progress TAMP Phase 1 – Yearly breakdown 2014/15 to 2019/20

Asset Category	Condition Measure	Service Standards					Asset Condition					
		POOR	ACCEPTABLE	FAIR	GOOD	EXCELLENT	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
							Start Year 1	End Year 1	End Year 2	End Year 3	End Year 4	End Year 5
A Roads	% RED / AMBER	>25%	25% - 16%	15% - 11%	10% - 6%	≤5%	30.37%	23.92%	23.08%	22.29%	21.51%	23.13%
B Roads		>40%	40% - 21%	20% - 16%	15% - 6%	≤5%	36.01%	28.10%	26.27%	24.65%	23.97%	26.26%
C Roads		>50%	50% - 31%	30% - 21%	20% - 11%	≤10%	38.59%	30.62%	34.26% ⁶	32.04%	29.80%	31.03%
Residential Unclassified	% RED / AMBER	>40%	40% - 29%	28% - 19%	18% - 14%	<14%	Condition data not collected – new service standard to be set in Phase 2					
Rural Unclassified	% RED / AMBER	>40%	40% - 29%	28% - 19%	18% - 14%	<14%						
Footways	Number of defects	>50,000	50,000 - 40,000	40,000 - 15,000	15,000- 10,000	<10,000	22,171	13,533	13,037	7,142	5,430	10,585
	Number of claims	>600	500-400	400-250	250-150	<150	298	259	130	Not Available	Not Available	Not Available
Bridges and similar Structures	Bridge Condition Index (Ave.)	<40	40-60	60-79	80-90	>90	89.99	90.19	89.75	89.67	89.78	89.60
Street Lighting	% of high & medium risk columns	>35%	25%-35%	20%-25%	10%-20%	5%-10%	23.15%	17.72%	20.01%	16.15%	15.66%	22.67%
Traffic Signals	% of units beyond design life	>40%	30%-40%	20%-30%	10%-20%	<10%	32.80%	30.31%	30.31%	46.73%	47.79%	36.36%

Report to the Cabinet

Meeting to be held on Thursday, 5 November 2020

Report of the Head of Service - Community North and County Acute & Prisons**Part I**

Electoral Division affected:
(All Divisions);

Adult Social Care Winter Plan 2020/21

(Appendix 'A' refers)

Contact for further information:

Sue Lott, Tel: (01772) 538230, Head of Service, Community North, and County Acute & Prisons (Adult Social Care)
sue.lott@lancashire.gov.uk

Executive Summary

This report provides details of the Lancashire County Council Adult Social Care Winter Plan for 2020/21, and the additional capacity that will be mobilised to meet the anticipated demand.

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

Recommendation

Cabinet is asked to approve the county council's Adult Social Care Winter Plan for 2020/21 as set out at Appendix 'A'.

Background and Advice

Adult Social Care has published an annual winter plan for the last 5 years. The Winter Plan for 2020/21 is set out at Appendix 'A'.

This year, the Adult Social Care Winter Plan has required the county council to take account not just of typical winter pressures, but also the added challenges that are still evident across the social care sector, from the first wave of the COVID-19 pandemic, dealing with the 'second wave' and preparing for any further spikes which may occur in the months ahead.

In addition, local NHS organisations are working hard to restore services that were paused during the earlier phases of pandemic, such as orthopaedic operations, which will bring greater demand to social care.

Ensuring the stability of the care market and the sufficiency of care and support services remains of paramount importance and is a critical part of this Winter Plan.

The Winter Plan for 2020/21 sets out the actions adult social care will take across winter. It also sets out the additional services that are being established to support more people to return directly home from hospital when they no longer need to be there, or for people to remain in their own home and avoid an unnecessary hospital admission. In addition, the Winter Plan also sets out how risks will be managed and the contingencies that will be in place during times of enhanced pressure.

The Winter Plan details the recent requirement for local authorities to identify designated care settings for people discharged from hospital who have a COVID-19 positive status, and the significant challenges this brings for all areas including Lancashire.

The Adult Social Care Winter Plan sits alongside, and is interdependent with, local NHS winter plans for each of the Integrated Care Partnerships (West Lancashire, Pennine, Fylde Coast, Morecambe Bay, Central Lancashire) and with the Lancashire and South Cumbria Integrated Care System level. It also aligns with the national Adult Social Care Plan and the requirements set out within it.

Consultations

The Lancashire County Council Adult Social Care Winter Plan 2020/21 has been developed with the close involvement of local NHS stakeholders.

Implications:

This item has the following implications, as indicated:

Risk management

The Winter Plan will be subject to monitoring through the Lancashire County Council Winter Board to ensure its full delivery and the achievement of key outcomes.

Financial

The need to respond to the Covid-19 pandemic has seen the suspension of the Advancing Integration governance arrangements in Lancashire, where relevant financial discussions would have previously taken place.

To enable decisions to be made on the allocation of the Winter Pressures grant and the additional Covid Grant monies, the Out of Hospital cell of the Lancashire & South Cumbria NHS Command & Control Structure has been used as it contains the required level and breadth of NHS and social care representation.

That body has agreed the plan for the use of the Winter Pressures grant and the Covid grant monies, with a continued emphasis on increasing capacity in core community/intermediate care services, and doing all we can to support people to stay or return to their own home.

The planned spend on additional staffing and externally commissioned services is:

- Covid Grant £4.772m until 31 March 2021
- Winter pressures grant £3.0m from 1 April 2021

There is a potential need for a further £4.3m for the continuation of these services until September 2021. This is to be considered further.

List of Background Papers

Paper	Date	Contact/Tel
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None		
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Reason for inclusion in Part II, if appropriate		
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N/A		
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Lancashire County Council Adult Social Care Winter Plan 2020/21

Author: Sue Lott, Head of Service

Date

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Document Version Control

Version	Issue Date	Changes from Previous Version	Approver's Name	Approver's Title	Sent To	Date Sent
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1. Introduction

Winter planning is a necessary and critical part of business planning in order to set out business continuity and managing major areas of risk during what is typically a more pressured part of the year.

This year, planning has required the Authority to take account not just of typical winter pressures, but also the added challenges that are still evident across the social care sector from the first wave of the COVID-19 pandemic, alongside ensuring readiness for a second wave or further spikes. Combined with this the NHS have targets to meet as part of its post COVID restoration work (commonly known as 'phase 3 planning') which will also bring greater demand to social care. Ensuring the stability of the social care market and sufficiency of care remains of paramount importance and is a critical part of this winter plan.

The Lancashire County Council Winter Plan for Adult Social Care formally comes into effect from 1st October 2020 and will run until the 31st March 2021. To shore up the ability of Adult Social Care to respond to the ongoing pandemic, several elements of this winter plan are in place prior to the official commencement date and will also need to continue beyond the end of the winter period. The plan aligns to both local Integrated Care Partnership (ICP) and Integrated Care System (ICS) plans, as well as the national Adult Social Care: Our COVID-19 Winter Plan for 2020-21. The National Social Care Task Force published its report on the 18th September 2020, and where relevant, this winter plan incorporates recommendations from it.

This winter plan sets out the measures that Lancashire County Council are taking as part of collective planning across the ICS to ensure high quality and responsive services that enable people to maximise their independence, leave hospital as soon as they no longer need a hospital bed or avoid an unnecessary admission, and remain living in their own home for as long as possible. It also sets out the measures being taken to support the care market to be as resilient as possible across the winter months and during the pandemic, and the work underway to restore social care services in a safe and COVID secure way, which had been paused during the first wave of COVID-19.

When systems are under pressure it remains important to collaborate to make best use of public funding and to reduce duplication, and Lancashire County Council will continue to plan with partners to ensure that these principles underpin our collective response to winter resilience.

The LCC Adult Social Care Winter Plan version 2, dated 1st October 2020 has been signed off by the Adult Services Senior Leadership Team and shared with relevant managers and staff within the Council. In accordance with the national Adult Social Care: Our COVID-19 Winter Plan 2020/21, Lancashire County Council have written to the Department of Health and Social Care confirming we have put in place a winter plan and have either undertaken actions or are continuing to work with care providers across Lancashire in order to receive the second instalment of the Infection Control Fund.

The range of measures and actions set out in the plan and delivery against it will be monitored on a regular basis by the LCC Adult Social Care Winter Board, which will also agree mitigating actions where required.

A copy of the Lancashire County Council Adult Social Care winter plan will be forwarded to each of the 5 A&E Delivery Boards for inclusion in the system wide winter planning and delivery reporting.

Any significant amendments will be communicated via the issue of a new version

2. National and Local Planning Context

In addition to the usual considerations of winter and the extra demand that the time of year places on social care, there are a number of additional factors, risks and reports that have been taken into consideration and influenced the planning for this year.

These include:

COVID-19 – all the additional pressures that delivering services in the context of COVID-19's continued presence creates for LCC, the NHS and social care providers;

National Social Care Action Plan (15.4.2020) - This plan set out a range of measures for Local Authorities to ensure a response to, and which were aimed at

1. controlling the spread of infection
2. supporting the workforce
3. supporting independence, supporting people at the end of their lives, and responding to individual needs
4. supporting local authorities and the providers of care

National Adult Social Care Winter Plan (DHSC 18.9.2020) – this plan sets out the key elements of national support available for the social care sector for winter 2020 to 2021, as well as the main actions to take for local authorities, NHS organisations, and social care providers, including in the voluntary and community sector. It incorporates many of the recommendations set out in the national Social Care Task Force report as well as building on the learning and the work undertaken by Adult Social Care across the pandemic so far.

The key elements of the plan include:

1. Confirmation of the continuation of the Infection Control Fund, with an additional £546 million being allocated 'to support providers to stop all but essential movement of staff between care homes to prevent the spread of infection' – including payment of staff who need to self-isolate.
2. The provision of free Personal Protective Equipment (PPE) for 'care workers and people receiving social care' until 31st March 2021 for all Care Quality Commission (CQC) registered adult social care providers (via PPE portal and Local Resilience Forums (LRF)) and a commitment to also support the wider PPE needs of the sector (via Local Authorities).
3. The appointment of a new national Chief Nurse for Adult Social Care to provide clinical leadership to the social care nursing workforce, and who will work alongside the national Chief Social Worker.
4. Proposals for a strengthened monitoring by CQC jointly with Local Authorities where there are concerns for safety or quality.
5. Development of a designation scheme with CQC to designate premises that are safe for people leaving hospital who have tested positive for COVID-19 or are awaiting a test result
6. Make available for free and promote the flu vaccine to all health and care staff, personal assistants and unpaid carers
7. Publish the new online Adult Social Care Dashboard which brings together information from a range of existing sources to give visibility of real time data at a national, regional and local level

National Social Care Task Force Report (18.9.2020) – this report summarises the work and recommendations of the Social Care Task Force which was set up to

consider the needs of the social care sector across winter and beyond in the response to COVID-19. It was supported in its work by 8 advisory groups looking into specific areas of care. The final report sets out the critical requirements in increasing resilience in the social care sector at a national, regional and local level and actions that are required to enable people who need social care support to live as safely as possible, whilst maintaining critical contacts and activities that support their health and wellbeing.

NHS Winter Planning – the NHS have this year been required to submit, in collaboration with key partners at ICP/MCP and ICS levels, winter planning templates that set out key risks and actions to be taken in respect of Demand, Capacity, Workforce, Exit Flow and External Events.

NHS Phase 3 Planning & Restoration of Services - the additional mandate that came to the NHS in July 2020 on how to prepare for the rest of the year, including a return to normal in community health services and a catch up on treatments and operations delayed from earlier this year

Hospital Discharge Service: Policy and Operating Model (21.8.2020) – sets out a nationally mandated discharge process and set of discharge pathways that require people to leave hospital within the same day that they no longer have a 'reason to reside' in a hospital bed. This will improve the safety of individuals and the resilience of community services if people spend as little time as possible in hospital, but presents challenges in ensuring people are discharged to the right service for them, at the right time.

Local NHS Hospital Bed Deficits – local bed modelling shows an anticipated significant bed deficit to meet the demands of winter and COVID-19, and winter planning needs to provide mitigation for this.

Workforce – requirement to consider recruitment and retention both for new or expanded services, along with the resilience and wellbeing of staff which could further impact on already fragile services. Issues such as vacancies, absences and high turnover not only lead to a higher risk of infection transmission, but also mean that capacity is at greater risk of being insufficient to respond to need during the height of the winter.

Funding - there is a funding shortfall in what's required to deliver the additional capacity. Proposals have been shared with the ICS regarding system support to this, plus the continuation of essential Improved Better Care Fund (iBCF) funded teams for a further year

Market Stability / Sufficiency / Suitability - responding to uncertainties in how the care market may operate in the months ahead, and the difficulties in reliably estimating demand and capacity in the context of so many other variables

Mental Health – demand for mental health services is already growing in the aftermath of the COVID-19 peak. Winter and the other pressures listed here are likely to add to that demand both for in-patient services, for safe and speedy discharges and for community services.

Working to Reduce Inequalities – we know that the virus has had a disproportionate effect on people from some minority ethnic backgrounds and with certain health conditions and disabilities. People in some care settings have been disproportionately affected in terms of face to face contact with their loved ones and many people have not been able to access their usual support settings and networks. Our aim is to support communities to minimise the risks of transmission of the virus, whilst reducing inequalities in the impact the COVID-19 restrictions has on people who need health and social care support.

Lancashire County Council Social Care priorities – areas where improvements or opportunities have been identified that will make a difference to performance or financial controls. Restoration of paused services such as Day Services, and work to ensure the resilience of social care delivery.

Restoration of Continuing Health Care (CHC) processes – these were suspended from the 19th March 2020 as part of the national response to the pandemic, but they are now being restarted which will have implications for the social work workforce too, as the backlog is tackled and the speed of decision making is expected to quicken. Getting this right has benefits both to individuals, the care market and also to LCC budgets. Getting it wrong could lead to poorer outcomes for people, additional pressures on the market and a potential pressure on the Adult Social Care budget.

Brexit - it is unclear at this stage just how severely the health and social care system may be affected by Brexit. It's most likely direct impact on social care is a loss of some workforce capacity, however we know that Lancashire is likely to be at lower risk than some other parts of the UK. Its impact on the NHS workforce and on essential supplies is potentially greater if contingency and resilience plans are not successful, and this could have a knock on impact onto social care in terms of additional demand.

We have worked in collaboration with key partners to develop our winter plan, including the NHS, the 3rd Sector and providers across the care market. In turn, we have collaborated with the NHS and key partners in the development of the ICP and ICS system plans. Our adult social care plan is not limited to only those people who receive Local Authority funded care, but also ensures that key actions apply to those who fund their own care. We have also detailed the support offered to informal carers.

Across the winter period and beyond we will continue to work closely with partners, in particular the care market to ensure that relevant advice and guidance is promoted through the fortnightly provider webinar and implemented, and where appropriate localised flexibility is applied.

Responding to and managing the impact of COVID-19 remains of critical importance across the winter period and into 2021. The Lancashire Local Outbreak Management Plan is in place to take actions and support the containment of COVID-19. To minimise the risks of transmission of the virus when moving from healthcare to and between social care settings, an Admissions Policy is in place, endorsed by the Lancashire Local Resilience Forum (LRF). The Policy sets out that individuals must be tested prior to hospital discharge and only where a provider indicates they can safely isolate the person should they be discharged into the preferred social care setting. The Admissions Policy is regularly reviewed and updated in response to new guidance and Infection Prevention considerations.

3. Aims and Objectives

The aims and objectives of the Lancashire County Council Adult Social Care Winter Plan are:

- To ensure that the Lancashire Adult Social Care Winter Plan meets the requirements of the national Adult Social Care COVID-19 Winter Plan
- Ensure the provision of social care services, of a sufficient volume and quality, and that have a focus on maximising independence are in place across the winter period
- To maximise adult social care resilience and support wellbeing, both across the care market and in the Lancashire County Council adult social care assessment and support teams
- Identify, mitigate and minimise risks across the social care system, and work collaboratively with partners to reduce risks across the ICS
- Ensure that people are supported in a safe and COVID secure way, with the right services available in a timely way
- Ensure that a 'home first' focus is maintained throughout all decision making at individual and wider commissioning levels
- Maintain a balance between reducing the risks of the virus and responding to the need for people to receive care and support
- Ensure high quality care and support is designed, commissioned and delivered in a way that upholds peoples' dignity and affords choice and control
- Wherever possible, to ensure care will be provided in a way that supports people to remain connected with families and loved ones, supports emotional wellbeing and reduces loneliness
- To put into practice locally, the recommendations of the Social Care Taskforce
- Have due regard and take relevant actions in relation to individuals and communities who may be more susceptible to the transmission of COVID-19
- To continue work to identify and minimise inequalities across the health and care system

The following sections highlight the activity/work taking place across a number of key areas to meet the aims and objectives stated above.

4. Preventing and Controlling the Spread of Infection in Care Settings

Significant work has been undertaken locally and continues to be in place to prevent and underpin the control of the virus across care settings.

Provider Engagement & Guidance

Fortnightly webinars are held with all care providers across Lancashire where amongst other key messages, relevant information is shared in relation to Infection Control and COVID-19 Testing guidance and procedures. This information is delivered by subject matter experts from Public Health, and questions raised by providers are responded to and placed on the provider portal for reference purposes.

Guidance has been issued to Care Homes based on national data and information in relation to enabling COVID safe visiting for residents. A localised visiting policy for professionals has also been developed, and is used to minimise footfall into care

settings and ensure all protection measures including risk assessments and use of PPE are in place.

Our Lancashire Local COVID19 Outbreak Management Plan sets out how we will prevent and manage coronavirus cases and outbreaks in the county, including in high-risk settings such as care homes, as well as workplaces and schools. The plan sets out the definitions of outbreaks, actions that will be taken, and support that will be offered to vulnerable people as part of the outbreak management. The plan has been shared widely, and is publically accessible via the LCC Coronavirus webpage.

Information is shared regularly from the Lancashire Health Protection Board with relevant teams in adult social care who are managing the response to provider resilience, COVID incidents and outbreaks.

Outbreak Support Team

Recognising that the challenges of the pandemic are likely to continue through winter and beyond, the Quality, Contracts and Safeguarding Adults Service has recently organised the Covid Outbreak Support Team to assist providers to manage their COVID-19 incidents/outbreaks as effectively as possible, and provide support throughout their recovery. The team work closely with the county council's Infection, Prevention and Control team and NHS partners.

Aligned to this, the county council commissioned My Home Life to deliver wellbeing support to care homes, many of whom suffered excess loss of life during the early stages of the pandemic; we are continuing to explore how we can progress to offering this support more widely.

In each ICP, Outbreak Control Groups are in operation across health and social care, ensuring a coordinated response to prevention and outbreak control that is bespoke to the needs of each care setting.

Testing

Locally, NHS partners have delivered training to all Care Homes in relation to swabbing staff and residents. Care Homes are able to request additional support or refresher training where required.

Testing is a vital part of ensuring the prevention of transmission of the virus and in managing outbreaks, and all eligible care settings are encouraged to register with the national portal to receive the testing kits and ensure that they follow the testing strategy.

Workforce

The importance of restricting the movement of staff between Care Homes, along with a range of workforce measures to limit the transmission of COVID-19 has been shared with providers. The 1st tranche of the national Infection Control Fund (c £16m) which was passported directly to providers by the Council, set out further requirements to be met in order to receive and use the monies to support the prevention and management of COVID related challenges. The extension of this fund with a second tranche (c£14M) under the national Adult Social Care Winter Plan is welcomed, and will be similarly distributed to care providers in line with the regulations.

All providers have in place business continuity plans that many have enacted at times during the first wave of the pandemic, and will continue to do so during the winter period if needed.

As part of the initial COVID-19 response to the needs of Care Homes, the Lancashire Temporary Staffing Agency (LTSA) was formed in April 2020 by the Council, to support the resilience of the Care Homes where they had sudden staffing gaps due to COVID related absence. In recognition of the continuing fragility of the care sector, Lancashire County Council has taken the decision to continue this additional capacity until at least 31st March 2021 at a current cost of around £50,000 per month. The LTSA at one stage had approximately 140 staff, however as people have started to return to their usual jobs or back to University etc, we are now about to commence a further round of recruitment to shore up capacity for the winter period. So far, we have supported more than 30 Care Homes across Lancashire through the LTSA, and ensured safe services could continue. In compliance with effective infection control, staff require a negative test result before being deployed into any Care Home requiring additional support.

Personal Protective Equipment

The provision of PPE remains of critical importance and Care Home and Homecare providers have been encouraged to register with the national portal to obtain free supplementary supplies. The extension of this scheme until the end of March 2021 is set out in the national Adult Social Care Winter Plan, along with the plans for PPE to be provided via the LRF or Local Authorities to other care providers not eligible for registration on the national portal. Lancashire already has arrangements in place to monitor and distribute PPE to personal assistants operating under Direct Payments.

Designated Settings – Winter Discharges

On the 12th October 2020 the Department of Health & Social Care notified Local Authorities of the requirement for designated care settings for people discharged from hospital who have a COVID positive status. The requirement applies to people being discharged into or back into a registered care home setting across the winter period.

The requirement applies to residential and nursing homes for older people, people with dementia and people with a learning disability, mental health and/or other disabilities. Local Authorities are directed to work with the Care Quality Commission to identify local designated accommodation and work to assure their compliance with the Infection Prevention Control protocols.

The requirement for designated settings for people who have a positive COVID-19 test presents significant challenges for health and care organisations, not just in Lancashire but across all areas. The Local Authority has commenced this work with the Care Home providers, the Care Quality Commission and the NHS locally.

5. Flu

As we move into the winter period, the prevalence of flu increases. The ability to implement a successful national vaccination programme will be more important than ever.

In addition to the national programme, LCC will be undertaking an annual workforce programme to increase staff protection via the offer of a free flu vaccination; the programme will be extended out to all staff(except mainstream schools teaching staff

where different arrangements apply) to ensure essential services are unaffected over the winter period

All staff across Adult Social Care have been encouraged to take up the seasonal flu vaccine to support keeping our teams well over winter.

Local authorities have a responsibility to provide information and advice to relevant bodies within their areas, to protect the health of the population and the Lancashire County Council Flu Team provide this advice and support along with other actions to increase uptake of the vaccine.

This year, the community pharmacy seasonal influenza advanced service framework will be amended to enable community pharmacies to vaccinate both residential care/nursing home residents and staff in the home setting in a single visit to increase uptake rates and reduce footfall. The Council are working closely with the NHS locally to ensure that flu vaccinations reach the widest audience including more difficult to reach communities. A joint communications campaign has been developed and will be shared widely across a range of platforms.

6. Service Capacity and Expansion

Work has been undertaken to identify the range of COVID-19 response actions that need to continue and extend across the winter period and beyond, plus new or expanded service capacity to meet the social care demands of the continuing pandemic and the winter period. (See **Appendix A** for consolidated table and breakdown of costs of additional winter capacity)

These include:

Consolidation / continuation of existing iBCF funded teams

We continue to use the iBCF to fund staffing and services that ensure we can provide essential functions including Mental Health Act assessments on a 24/7 basis, effective hospital discharge and admission avoidance, and intermediate care triage, allocation and case management. Funding arrangements are in place to continue these essential teams and services through to March 2022.

The iBCF funded teams/services agreed for continuation are:

Mental Health – continuation of 24 hour AMHP service and Integrated Discharge Service

Intermediate Care (ICAT and CATCH) and D2A assessment services – continued funding of social work, occupational therapy and care navigation posts

Promoting Independence Team – continuation of this team which undertakes a range of cross cutting work to address pressures and deliver budget savings

Crisis & Reablement Hours

An additional 1,600 crisis hours per week for winter and beyond if required, have been identified that support people to remain in their own home who are at risk of hospital or residential care admission without urgent support. The support is provided for up to 72 hours and can be anything from a one-off hour to continuous support.

An additional 2,700 'Home First' crisis hours per week for winter and beyond if required, have been identified that will support more people to leave hospital and return directly home as soon as they no longer need to be there. The home first hours are used to support discharges with and without therapy input, and support people for up to 5 days where formal support is required to recover, with the assessment for onward support taking place at day 3.

An additional 3,000 crisis hours per week and beyond if required, have been identified to enable Adult Social Care to offer enhanced support to those people who have more complicated urgent social care needs and would otherwise be facing an unnecessary admission to a Care Home. The additional hours will enable people to remain in their own home for longer, plus where appropriate they will also enable more rapid hospital discharge and reduced length of stay.

An additional 57 Reablement places per week for winter and beyond if required have been identified in anticipation of more people being discharged from hospital more quickly as part of NHS phase 3 restoration, plus the continuing effects of COVID-19. As the demand on community services grows, the need to maximise peoples' independence becomes ever more critical, and the enhanced service provision may well be required on a long term basis as per the ICS Intermediate Care Review.

Roving Nights Service

An additional 3 'shift runs' per night for winter and beyond if required, have been identified to provide care visits throughout the night for people who have needs but no need of continuous contact throughout the night time period. The service supports people who have more complicated care needs to return to, or remain in, their own home for longer.

This additional capacity could support between an additional 60 - 126 people per week dependent upon care needs.

Residential Rehab/Community Beds

Across the county there are 115 residential rehab/community beds, providing 24hr bed based rehabilitation for people who need a higher level of care and support to achieve their optimum independence. These beds are sited within existing Care Homes, and are provided via the Lancashire County Council Older Peoples' Service working in partnership with NHS community services who provide the therapy services to facilitate rehabilitation.

Additional care staff capacity has been identified for winter and beyond if required, to enable the service to maximise the use of the beds and safely meet the needs of increased volumes of people with more complicated needs and who require support overnight.

A trial referral management service is also proposed across the next 12 months, which sees a dedicated centralised triage function for the countywide residential rehab services. This will enable faster responses to referrers, focussed accuracy checking of information in relation to needs, and free up the Registered Care Home Managers to focus on other critical tasks.

Care Provider Resilience

Within the plans for winter, additional management capacity is costed to support the Crisis and Reablement providers. This is in relation to the increased volume of hours

to be coordinated and rostered, plus link in with and provide feedback to social care assessment teams on increased volumes of service users.

The proposal will also support the crisis and Reablement providers to be able to shore up their management capacity to operate more robustly across 7 day working. This will support both the requirement to deliver a more rapid discharge process and enable people with urgent social care needs to be supported in their own home rather than an unnecessary admission to hospital or a care home, thus freeing up services for people who need that level of support.

The continuation of the Lancashire Temporary Staffing Agency will continue to support the resilience of care homes, in particular where there are staffing gaps due to staff sickness, or in the management of COVID-19 outbreaks.

The Quality, Contracts and Safeguarding Adults Service continues to support providers across a wide range of pandemic related areas, and additional staff are detailed in the winter plan to bolster this service. The service has also developed a specific covid-19 provider failure plan which can be initiated should services be at risk of not being able to meet people's care and support needs as a result of the pandemic. This bespoke provider failure plan is supplementary to the existing plans in place which supports the county council's responsibilities under the Care Act and has been stress tested by the Military.

Providers also receive a daily call from the council where they are asked a range of questions including their PPE status, the staffing capacity and any new or suspected cases of COVID-19. They are also asked how they are managing and whether any additional support is required. This information is shared with contract management teams within the service to follow up and ensure that providers receive the information, advice and guidance they need, linking in to relevant support pathways where necessary.

The government has made available to care providers a grant (with conditions) to support infection control. The funds will be administered by the council, with the period covered by the grant ending March 2021.

Hospital Aftercare Service (Age UK)

The Hospital Aftercare service is present in each Acute Trust across Lancashire, and works alongside discharge teams and NHS colleagues in the Emergency Department to support timely discharge for those people not requiring specialist transport or social care.

The service which is delivered by Age UK on behalf of Lancashire County Council includes "Take Home & Settle" (Tier 1) which provides support for up to 3 hours, and "Follow-up and Support" (Tier 2) which provides low level support for up to six weeks of up to 15 hours over the period.

The planned expansion for this winter and beyond if required, will support up to an additional 800 people per year.

Integrated Home Response and Falls Lifting Service

These services went live in October 2019 across Lancashire, and offer an alternative response to an Ambulance for people who have fallen within their own home and have no injury but need help in getting back on their feet or for those who receive LCC's or Blackpool Council's telecare service and require a wellbeing check. The

service aims to avoid unnecessary call outs of emergency ambulances to older and vulnerable people. Instead of being attended to by North West Ambulance Service (NWAS) the individual is visited by a response and lifting service, building on existing local authority telecare provision.

Up to the end of June 2020, the service responded to over 11,500 calls. Those are potentially visits which an emergency ambulance would need to respond to, if this service wasn't in place. Average response times for the service are just over 27 minutes, which is much better for the individual as they will wait for less time on the floor.

Workforce

Additional Social Work, Occupational Therapy and related social care assessment workforce have been proposed which will expand the capacity of a range of teams to support amongst other things:

- the rapid discharge of people ready to leave hospital
- assessments and reviews
- triage and facilitate admissions into intermediate care services
- support people to move through intermediate care services
- support providers with outbreak management and recovery, and respond to provider failure
- minimise delays in adult safeguarding work
- sourcing appropriate care in a timely way
- support to people who are homeless and at risk of COVID transmission
- meet the increased demand for 'single handed care' assessments

Mental Health

It is recognised, that as a result of the Covid-19 pandemic, the demand for mental health services is likely to increase further, due to both increased mental health prevalence within the population, as well as from suppressed access to mental health support during the lockdown period and continuing social restrictions. Additionally services both nationally and locally are beginning to see an increased acuity in first time presentations to our services. Adult Social Care teams and the 24/7 AMHP service work together with NHS partners to support to access the right treatment and support for their needs, in a timely way.

7. Collaboration across Health and Care Services

LCC Adult Social Care have worked together with the NHS and other partners on winter planning, risk mitigation and opportunities for mutual aid.

Hospital Discharge

The updated national Hospital Discharge Service Policy and Operating Model was published 21st August 2020. Work is underway to agree a standardised set of principles, pathways and an operating model for Lancashire and South Cumbria aligned to the national guidance that will enable people leaving hospital to experience the same process, receive the same information and have access to the same service opportunities on discharge. This work also includes developing and agreeing locally the financial arrangements that underpin the operating model.

The updated national model aims to keep people as safe as possible by putting in place pathways that enable people to leave hospital as soon as they no longer need an Acute bed. The expansion of the service capacity set out in the LCC Adult Social Care Winter Plan supports this aim by ensuring there is sufficient service capacity to enable this to happen in a timely way, in the majority of cases on the same day. The expanded services focus on enabling people to have period of recovery and maximise their independence. Planning and decision making at both an individual and commissioning level has a clear 'home first' focus.

In line with the updated guidance, people who are discharged with new or extended care are fully funded for up to 6 weeks. LCC and NHS staff work closely together to ensure that peoples' needs are assessed within that time, and longer term care needs are identified and appropriate support put in place

Care Settings

The Lancashire Admissions Policy is in use and followed by the Hospitals which ensure that people must be tested prior to discharge into a care setting. The Policy further sets out the requirement to communicate the results to the providers and confirm that they can receive the person and provide the appropriate isolation measures. As a health and care system we will be working together to support people to return to the home they were in prior to a hospital admission wherever possible, and avoid unnecessary disruption to their lives.

Adult Social Care are working locally with NHS partners and Care Providers to look at alternative safe options for people who need to leave hospital, cannot return home even with a high level of support and cannot be discharged to their chosen Care Home as the provision of appropriate isolation is not possible. We will also be working closely with the CQC in their role under the national Adult Social Care Winter Plan to designate premises that are safe for people leaving hospital who have tested positive for COVID-19 or are awaiting a test result

Provision under the Enhanced Health in Care Homes framework is in place across Lancashire, with all Care Homes having been designated a clinical lead. Various arrangements are in place across the County under the framework including the sharing of health advice and information with Care Homes through local digital platforms, the provision of enhanced support through health Care Home support teams, the ability to provide GP consults via video technology and the clustering of Care Homes into designated Primary Care Networks.

Continuing Health Care (CHC)

National guidance on the restoration of NHS Continuing Health Care processes was issued on the 21st August 2020. The guidance outlines that from the 1st September 2020, the CHC process should resume with people who are eligible being assessed in the usual way.

The guidance also sets out the requirement to assess and review everyone who is currently receiving fully funded support through the national hospital discharge arrangements in place from 19th March – 31st August 2020, by the 31st March 2021. Additional funding has been made available nationally, and Adult Social Care are working closely with the NHS locally to agree additional workforce capacity, communications and joint processes to ensure everybody who needs an assessment has one by the deadline. We have approximately 2000 'deferred assessments' to undertake by March 2021.

Collaborative and innovative ways of undertaking the volume of assessments are being developed, including the use of Trusted Assessments and video consults to minimise any unnecessary visits to care settings.

Escalation and Resilience

Adult Social Care have worked with the NHS locally to agree daily reporting into the Escalation Management System Plus (EMS Plus) escalation system in place across the ICS. Hospital Discharge, and Intermediate Care Allocation Teams (ICAT)/Central Allocation To Care and Health (CATCH) teams will add their weighted team status into the dashboard each day giving visibility of capacity and pinch points. Work is underway to look at how service capacity for community intermediate care services such as crisis support and Reablement can be auto-uplifted into the dashboard each day from our existing systems, avoiding the need for additional manual input.

Sitting behind the escalation system is a set of action cards detailing the response of each organisation when any ICP reaches set standardised escalation trigger levels (OPEL 1-4).

LCC Adult Social Care have resilience and business continuity plans in place and have operated these across the pandemic so far. Care providers equally have these plans in place and many have enacted them in recent months. The Quality, Contracts and Safeguarding service work closely with care providers in ensuring plans are in place and appropriate business continuity actions are mobilised as required.

During the pandemic, LCC developed a Care Capacity Tracker and a daily contact process to further support the resilience of the care market. The information supplied by providers enables full visibility of pinch points and where urgent support is required, for example with PPE or new COVID infections. The tracker auto-uploads into the national tracker on behalf of care providers if they want us to do that, and the process has regularly ensured that the Lancashire data into the national tracker is the most complete nationally. Locally, the tracker enables a wider health and care system view of the care market, and high level data extraction is used as part of the ICS system resilience reporting.

8. Supporting people who receive social care, the workforce, and carers

Keeping people as safe as possible, whilst ensuring they get the social care and support needed is integral to this winter plan. Ensuring resilience across the workforce is critical to being able to assess for and deliver social care support.

Workforce

Across winter and the continuing pandemic, Adult Social Care continue to ensure that people receive timely social work and Occupational Therapy assessments, to get the right support at the right time. Additional staffing capacity has been identified to support the response to the anticipated increases in demand from hospital discharge and avoidance, safeguarding work, care sourcing and provider failure & outbreak management. This will minimise the need to pull on community teams who are working at full capacity. Business continuity and resilience plans are in place across all LCC Adult Social Care services.

7 day working is in place across Acute, ICAT, CATCH, Care Navigation and Approved Mental Health Professional (AMHP) teams, with the AMHP team operating a 24/7 service. Outside of core working hours, the Emergency Duty Team (EDT) responds to urgent situations.

As with previous years, annual leave is restricted across December and January to ensure 80% of the workforce is in work, with a minimum of 60% in work in-between Christmas and the New Year. The Acute, ICAT, CATCH and Care Navigation staff rostered to work across the Christmas and New Year period to support the hospitals are shared within each ICP. The response to hospital discharge continues to be a 7 day service, except for Christmas Day which is covered by the Emergency Duty Team.

LCC have put in place a range of measures to support the health and wellbeing of the Adult Social Care workforce. Information, help and advice is available on the intranet dedicated Coronavirus pages, and regularly updated. This includes information for example on COVID-19 testing, symptoms, answers to commonly asked questions, HR and Health & Safety guidance, risk assessments, working from home and mental health & wellbeing advice and resources. Staff are supported by their team managers and 1:1s have a focus on wellbeing. Fortnightly staff webinars are in place to ensure staff have access to important updates, and have the opportunity to ask questions.

The wellbeing and resilience of care staff and providers across the wider care market is equally critical. Providers have business continuity plans in place that contain actions to be taken in respect of winter challenges such as inclement weather alongside many other actions take in the continued response to the pandemic. LCC are further supporting potential capacity gaps across winter with the Lancashire Temporary Staffing Agency.

The national weekly testing programme is in place across Care Homes which supports the health and wellbeing of staff, and homecare providers have been encouraged to adopt similar regimes where they become available. The national Infection Control Fund has been used by care providers to support the control of the virus by enabling actions such as maintaining payments to staff who are needing to isolate, and other measures.

The fortnightly provider webinars set up by LCC during the pandemic will continue across winter, and these will continue to provide and interpret important information and updates along with answers to queries raised.

People Who Receive Social Care

A range of measures have been outlined in the plan to ensure sufficient care and assessment capacity is in place to support people across the winter period and beyond, given the continuing challenges caused by the pandemic.

The additional capacity and measures in place focus on people who need care and support being able to get the right care, in the right place at the right time. Care is provided in a safe way that helps prevent the spread of COVID-19, and upholds peoples' dignity.

Due to the continuing pandemic, additional restrictions may occur both nationally and locally on peoples' lives. Adult Social Care will continue to respond to and work

within, the required public health guidance in place at any one time to ensure that peoples' needs are met. Locally, the Director of Public Health will continue to review and issue guidance as required for care providers to be able to protect their services users with a balanced risk approach. This includes Care Home visiting policies and ways to ensure that people can remain meaningfully connected within the restrictions in place.

Adult Social Care are working through the re-opening of day services for adults with disabilities and older people, with both the LCC services and with providers across the wider care market. Services will be re-opened where possible and provide much needed support for people in a COVID-19 secure way. Where people need alternative services these are being sourced.

During the pandemic, Adult Social Care worked closely with Housing Authorities and NHS services to provide a coordinated response to people who are homeless or rough sleepers, ensuring that they had the support they needed to minimise the transmission of the virus and maintain their health and wellbeing. Work is continuing to look at the coordinated response across the winter period to enable people to get access to the care and support they need.

This winter plan sets out the range of actions and measures being put in place not just for those people who need Local Authority funded care including people who manage their care via a Direct Payment, but also people who self-fund their care and support. People who self-fund their care have access to the range of intermediate care services such as crisis support and Reablement, and to the fully funded 'discharge to assess' pathways operating out of the hospitals under the national guidance.

Carers

Unpaid carers make up a vital part of the support networks for people who need care, with many unpaid carers being the sole carer for their loved ones.

Our support for unpaid carers remains robust and resilient. During the pandemic Carers identified by the council receive regular welfare checks, guidance and support using a range of technological channels. We have provided carers with official letters from the county council so they can evidence their vital role and continue their hugely important work to protect and support the most vulnerable.

Support for carers that was previously delivered at drop-in centres or coffee mornings has now moved to online peer-support platforms and many carers have signed up for this type of online peer support, which includes social activities such as quizzes and information, advice and guidance on health and wellbeing.

There is a range of information available to carers both on the LCC website and also through Carers Centres. Where unpaid carers are approaching Adult Social Care for support in their caring role, specific Carers assessments are undertaken by local Carers Centres and where required formal support is provided to the cared for person.

9. Prisons

There are 5 male prisons within Lancashire, with varying degrees of social care demand. Winter resilience planning has taken place with the two social care providers

who are contracted to deliver support across the Prisons, to ensure that they have contingency plans in place to meet unexpected challenges.

Measures are in place to ensure that the men receive essential social care assessments and support even when tighter restrictions are in place as a COVID-19 prevention or outbreak response.

Adult Social Care are working closely with Prison Governors to ensure the delivery of social care to the men in custody mirrors as closely as possible the care and support they would expect to receive in the community.

A new 'Buddy' scheme is now in operation as a shared programme between the Prisons and Adult Social Care locally and the national organisation RECOOP, training a small number of prisoners to deliver some defined low level support, which enables those men receiving it to have greater levels of independence and emotional support.

10. Public Health

Affordable warmth

LCC works with the district councils to secure national Energy Company Obligation and other external funding through the [Cosy Homes in Lancashire](#) (CHiL) scheme for interventions such as first-time central heating, replacement boilers and insulation measures. CHiL can also offer a home visit that looks at the property, heating type and state of repair, energy usage and will provide support with fuel debt, fuel bills, switching energy supplier etc. Cosy Homes in Lancashire projects target those households living in fuel poverty and at greatest risk of their health being affected by having a cold home, particularly those recently leaving hospital, but also provides an offer of support to all households.

Crisis Support

Help with essential furniture items and white goods is available for those on a low income needing help to maintain or set up a home. Applications to the Scheme are made by an approved referral organisation via the [online application form](#). To support residents with fuel payments LCC works with the Energy Debt Team based at Citizens Advice Preston (who cover all Lancashire districts for this service) to provide discretionary awards for fuel tops ups as part of a package of wider advice and support provided by experienced energy debt advisors.

Welfare Rights

Following some changes, as from April 2020 the Welfare Rights Service (WRS) provides comprehensive and independent advice and assistance to Lancashire residents with appeal tribunal representation, comprehensive benefit advice for people over pension age, consultancy and training. Customers can access the service by referral from our referral partners i.e. any LCC service, other community services such as Citizens Advice, local councils, MPs, specialist nurses, mental health services and any other community service and organisations signed up as a referrer.

Further information on benefits and how to access the service can be found at <https://www.lancashire.gov.uk/health-and-social-care/benefits-and-financial-help>.

Contact is made within 10 working days or 2 working days for very urgent queries. During the current pandemic, arrangements are in place to undertake hearings and give advice remotely. The Welfare Rights Service is also developing an online training

program which can be accessed by LCC staff, other professionals and residents. A guide on how to complete a Personal Independence Payment form is currently available by registering on the LCC website and more courses and guides will be available shortly. The Welfare Rights Service uses social media (Facebook and Twitter) to keep people up to date with any relevant changes and information.

11. Winter and COVID-19 – Communications Arrangements

Winter

LCC has a dedicated 'Winter' page on the website delivering advice to residents such as how to keep warm and well plus information regarding travel, gritting and weather forecasts. Links are provided to partner sites including advice from the NHS and Lancashire Fire and Rescue. Between the 1st November 2019 - 31st March 2020 the site received 14,584 unique hits showing the importance and value of the provision of information to the citizens of Lancashire.

Helpful advice is provided on the site regarding how to prepare for inclement weather and advice around 'choosing well' with regard to accessing health services and not increasing unnecessary pressure on GP surgeries and Hospitals. Residents are encouraged to take up the flu jab, particularly if they are entitled to a free vaccination, and to encourage older or vulnerable friends, family and neighbours to do the same.

The LCC Winter site will continue to be updated with relevant information and advice throughout the winter period. During bad weather social media and press releases are used to remind people to take care and encourage neighbours to visit those who may be vulnerable living nearby. Key stakeholders are updated about the situation and any effects on service delivery.

Intermediate Care Capacity

Capacity and usage information regarding intermediate care services is circulated daily to key staff across partner agencies via the Lancashire County Council care navigation service. This gives critical information to help good decision making in supporting people to access the right services for their needs.

COVID-19

LCC has dedicated COVID-19 advice and information on the website, including the latest figures, health and wellbeing advice and where to access support, and also a myth-busting section to promote accurate information and help people make informed decisions.

The site includes information on prevention, self-isolation and the Test and Trace service, along with key information about Council services and how they are operating during the pandemic.

Information regarding the Community Hubs that were set up by the District Councils to provide support to vulnerable people during the pandemic, is detailed including direct links to their websites.

Appendix A – Table of Additional Service Capacity and Costs

Service	Approximate Number of People Who Could be Supported (per annum)	Half year cost to end March 2021) £	12 month cost £
Crisis (Home First, Crisis, Alternative to Residential)	Home First & Crisis Hours: up to 7000 people Alternative to Residential: up to 1250 people	3,226,600	6,453,200
Reablement	Up to 2,964 people	987,012	1,974,024
Roving Nights	Up to 3,000 people	116,967	233,934
Additional Social Workers (ICAT/CATCH/Reablement/Safeguarding/MH)	Required to meet demand	618,950	1,237,901
OT's	Required to meet demand	328,957	657,915
Increased Provider Leadership	Required to ensure timely response across 7 days	34,500	69,000
Additional Provider on-call	Required to ensure timely response across 7 days	22,500	45,000
SCSOs, Res Rehab referral management & Care Co-Ordination (G6	Required to meet demand	204,821	409,643
Additional Care Staff - res rehab	Required to meet demand	282,000	564,000
BSO	Required to meet demand	107,744	215,488
Additional Age UK Provision	Up to 800 people	105,000	210,000
Restoration of CHC systems and backlog	Required to meet demand	125,000	250,000
Total		6,160,052	12,320,105

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.
It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

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