

Lancashire County Council

Cabinet

Thursday, 14th January, 2021 at 2.00 pm to be held as a Virtual Teams 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 3 December 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 3 (Pages 7 - 72)

5. Procurement Report (Pages 73 - 76)

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

6. Residents Parking Schemes Revised Criteria (Pages 77 - 82)

7. Skid Resistance Code of Practice (Pages 83 - 88)

The Cabinet Member for Children, Young People and Schools - County Councillor Phillippa Williamson

8. Schools Budget 2021/22 (Pages 89 - 112)

9. Children Looked After Sufficiency Strategy 2021 - 2024 (Pages 113 - 146)

- 10. Progress on the Implementation of the Procurement Process for Wennington Hall School and Proposal to Consult on the Discontinuance of the Local Authority's Maintenance of the School** (Pages 147 - 154)

Please note that Appendix 'A' to this report is in Part II and appears as Item No. 18 on the Agenda.

The Cabinet Member for Adult Services - County Councillor Graham Gooch

- 11. Lancashire Safeguarding Adults Board - Annual Report 2019/20** (Pages 155 - 186)

Matters for Information:

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

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

- [Department of Health and Social Care \(DHSC\) led Mass Testing by Lateral Flow Device in the Lancashire County Council Upper Tier Local Authority Area](#)
- [COVID-19 Designated Settings](#)
- [Covid19 - Staff Reward](#)
- [COVID-19 Winter Grant](#)
- [Lead Member Appointment](#)
- [Expansion of Mass Testing in Support of Department of Health and Social Care "Surge" Requirements](#)

- 13. 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.

- 14. Date of Next Meeting**

The next meeting of Cabinet will be held on Thursday 4 February 2021 at 2.00pm.

15. 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.

16. 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 Cabinet Member for Economic Development, Environment and Planning -
County Councillor Michael Green**

17. Housing Infrastructure Fund - South Lancaster Growth Catalyst (Pages 187 - 210)

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 Children, Young People and Schools - County
Councillor Phillippa Williamson**

- 18. Appendix A to Item 10 - Progress on the Implementation of the Procurement Process for Wennington Hall School and Proposal to Consult on the Discontinuance of the Local Authority's Maintenance of the School** (Pages 211 - 214)

Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

The appendix 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, 3rd December, 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 Philippa Williamson
County Councillor Peter Buckley
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).

The Cabinet paid tribute to Randip Bhogal, Safeguarding Service County Operational Manager who had worked for the county council for a number of years and who had sadly lost his life to COVID-19. The Cabinet also paid tribute to all those who have sadly lost their lives to COVID-19 in Lancashire, as well as their loved ones, and a minute silence was held.

1. Apologies for Absence

Apologies were received from County Councillor Graham Gooch.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

None declared.

3. Minutes of the Meeting held on 5 November 2020

Resolved: That the minutes of the meeting held on 5 November 2020 be confirmed as a correct record and signed by the Chair.

4. Procurement Report

Cabinet considered a report seeking approval for the commencement of a procurement exercise in accordance with the county council's procurement rules for the provision of Lancashire Enterprise Zone Commercial Agency Services.

Resolved: That, the commencement of a procurement exercise for the provision of Lancashire Enterprise Zone Commercial Agency Services be approved.

5. Approval for the Introduction of Bus Stop Clearway, Liverpool Road, Penwortham

Cabinet received a report seeking approval for the introduction of a Traffic Regulation Order along Liverpool Road, Penwortham to provide marked Bus Stop Clearways at four existing bus stop locations as shown in Appendix 'A' of the report.

Resolved: That, the proposals for Bus Clearways along Liverpool Road, Penwortham as shown in Appendix 'A' of the report and for the reasons outlined in the report, be approved.

6. Stanhill Lane, Oswaldtwistle - Bus Stop Clearway

Cabinet considered a report for a new permanent bus stop and bus stop clearway on Stanhill Lane, Oswaldtwistle following requests from local bus users. The report summarised the results of the formal advertising of the proposed bus stop clearways to which objections had been received.

Resolved: That, the construction of the permanent bus stop and clearway on Stanhill Lane, Oswaldtwistle be approved.

7. Cottam Parkway - Approval for Use of Powers and Preparation of Various Orders and Schemes including Compulsory Purchase Order

Cabinet received a report outlining the design work and progression of the planning application for the Cottam Parkway railway station and new access road. It was noted that in order to maintain the programme milestones and to ensure the scheme could be delivered, it was essential that the county council had possession of all the necessary land. Negotiations had already commenced with landowners however, agreement may not be achievable in time or at all.

As a result, it was further noted that it may be necessary to use Compulsory Purchase powers available to the county council, in particular under the Highways Act 1980 and Town and Country Planning Act 1990, to acquire the land.

Resolved: That;

- i. The use of the county council's powers of Compulsory Purchase contained in the Town and Country Planning Act 1990, Highways Act 1980, and all and any other enabling legislation, to acquire all the necessary land and rights for the construction/improvement and future maintenance of a new station and associated highway and access infrastructure at Cottam, referred to as Cottam Parkway, be approved;
- ii. Both the preparation of Compulsory Purchase and Side Road Orders for the scheme and other appropriate Notices, Orders and Schemes under the relevant statutes and the taking of all other procedural steps in connection with the making of the Orders and Schemes, prior to approval and sealing and making of the formal Orders and Schemes be authorised; and the acquisition by agreement in advance of Compulsory Purchase powers of all rights, interests, enabling arrangements to facilitate the scheme be approved;

- iii. The acquisition by agreement in advance of Compulsory Purchase powers of all rights, interests, enabling arrangements to facilitate the scheme be approved; and
- iv. The taking of procedural steps to facilitate the delivery of the scheme utilising Network Rail land and property be authorised.

8. Ormskirk Highway Improvements, St Helens Road, Ruff Lane

Cabinet considered a report detailing proposals that had been developed to improve journeys for non-motorised road users between Ormskirk town centre and the nearby Edge Hill University. This included an improved signal controlled junction of St Helens Road with Ruff Lane that was designed to provide a safer and more convenient junction for cyclists and pedestrians.

The report summarised the results of the public consultation and formal advertising of the junction improvement proposals.

Resolved: That, the proposals to improve the traffic signal controlled junction of St Helens Road with Ruff Lane, Ormskirk, as detailed in Appendices 'A' and 'B' of the report and to make the Traffic Regulations Orders set out at Appendices 'C' and 'D' of the report, be approved.

9. Transport Asset Management Plan - Phase 2 2020/21 - 2024/25

Cabinet considered a report detailing Phase 2 of the Transport Asset Management Plan which started in April 2020 and will run until March 2025. Using the condition of the assets at the end of Phase 1, along with the results of Lifecycle Modelling, the original Transport Asset Management Plan assumptions had been reviewed and had been used to produce revised standards and funding proposals for the period 2020/21 to 2024/25. The report also set out the revised standards and recommended approach for the apportionment of future highway funding.

Resolved: That;

- i. The approach to funding of Phase 2 of the Transport Asset Management Plan, as laid out in this report and in Appendix 'A' of the report, be approved;
- ii. The revised standards for Phase 2 of the Transport Asset Management Plan, as laid out in this report and in Appendix 'B' of the report be approved; and
- iii. The Director of Strategy & Performance be authorised to approve and publish the Transport Asset Management Plan - Phase 2 2020/21 - 2024/25 in consultation with the Deputy Leader and Cabinet Member for Highways and Transport.

10. Lancashire Religious Education Agreed Syllabus Conference

Cabinet received a report on the appointment of an Agreed Syllabus Conference to commence on the 16 December 2020 for the purpose of reviewing the Lancashire Agreed Syllabus for Religious Education.

Resolved: That, an Agreed Syllabus Conference be convened and that any person who sits on the representative groups on the Lancashire Standing Advisory Council for

Religious Education, excluding the Co-opted Members, can be appointed as members of the Agreed Syllabus Conference, be approved.

11. Recruitment and Retention of Foster Carers

Cabinet received a report setting out a strategy to support the recruitment and retention of foster carers in Lancashire County Council including:

- i. Support to Lancashire foster carers who are also employees of Lancashire;
- ii. County Council Fostering Wellbeing Activity Programme;
- iii. Retainer fees;
- iv. Word of mouth referrals; and
- v. Welcome recommendation for new applicants.

Resolved: That, the recommendations set out in the report for a strategy to support the recruitment and retention of foster carers in Lancashire be approved.

12. Statutory Social Care Annual Report for 2019/20 - Complaints and Customer Feedback

Cabinet received a report detailing complaints and customer feedback as part of the annual social care statutory complaints for both adult and children and young people's services.

Resolved: that, the statutory social care complaints and customer feedback annual report for children and young people and adults be accepted, acknowledging the associated learning in 2019-2020, and the publication of the report be approved.

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

Resolved: That the urgent decision taken by the Leader of the County Council and the Deputy Leader of the County Council and Cabinet Member for Highways and Transport, since the last meeting of Cabinet, be noted.

14. Urgent Business

There were no items of Urgent Business.

15. Date of Next Meeting

It was noted that the next meeting of Cabinet would be held at 2pm on Thursday 14 January 2020 as a virtual meeting.

16. 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.

17. 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.

18. Schools Basic Need Programme Update

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 providing an update on the School Basic Need Programme.

Resolved: That the recommendations as 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, 14 January 2021

Report of the Chief Executive and Director of Resources**Part I**Electoral Division affected:
(All Divisions);**Money Matters 2020/21 Position - Quarter 3**

(Appendices 'A' - 'C' refer)

Contact for further information:

Angie Ridgwell, (01772) 536260, Chief Executive and Director of Resources,
angie.ridgwell@lancashire.gov.uk**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 December 2020 and an updated Medium Term Financial Strategy 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 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 Medium Term Financial Strategy at quarter 3 reflects the provisional financial settlement which was announced on 17 December 2020. This provided confirmation of funding announcements made by the Chancellor as part of the Spending Review 2020, however these are subject to consultation and could change as part of the final financial settlement. This included the ability to raise additional council tax through a social care precept and additional funding to support the costs of the COVID-19 pandemic. These changes have had a significant impact on the forecast gap in 2021/22, however it must be noted that many of these changes are non-recurrent and it is likely that there will be longer term pressures within the budget due to the impact of COVID-19 which are difficult to quantify at this stage in the pandemic.

The settlement is for one year only and the figures are expected to be confirmed in late January/early February 2021 within the final settlement announcement.

Whilst the quarter 3 forecast presents an underspend of £7.951m 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 £1.7m per annum, into the next three years.

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

The current Medium Term Financial Strategy indicates an aggregated funding gap of £53.956m by 2023/24, a decrease of £24.835m from the previously reported position.

In summary:

- (i) The 2020/21 revenue forecast outturn is £836.900m, representing a projected underspend of £7.951m (0.94%) of the agreed budget.
- (ii) The Medium Term Financial Strategy has been updated for our current expectations of levels of funding, savings delivery, demand and inflation.
- (iii) At Cabinet in November 2020 the Medium Term Financial Strategy showed a deficit of £78.791m in 2023/24. The forecast now indicates a financial deficit of £53.956m 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 £159.420m of uncommitted transitional reserve at the end of the financial year. This is sufficient to meet the forecast gap for all of the years covered by the Medium Term Financial Strategy, 2021/22 to 2023/24.

Recommendation

Cabinet is asked to:

- (i) **Note** the current forecast underspend of £7.951m on the revenue budget in 2020/21.
- (ii) **Note** the revised funding gap of £53.956m covering the period 2021/22 to 2023/24 as set out in the revised financial outlook forecast for the council.
- (iii) **Approve** the budget adjustments for 2021/22, and following years' changes, included in the revised Medium Term Financial Strategy.
- (iv) **Agree** to make recommendations to Full Council on 11 February 2021 for a

Band D Council Tax for 2021/22 reflecting a 4.99% increase including 3% to be used for adult social care as per the new flexibilities.

(v) **Note** the contents of the county council's reserves position.

(vi) **Note** the revised 2020/21 capital delivery programme of £157.979m and the forecast outturn of £124.772m.

Background and Advice

The detailed reports present the quarter 3 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 31 December 2020 (Appendix 'A')

A revenue underspend is currently forecast at £7.951m and represents a variance of 0.94% 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 Medium Term Financial Strategy. 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 c51% 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 and reserves position (Appendix 'B')

The previous updated Medium Term Financial Strategy reported to Cabinet in September a forecast funding gap of £78.791m by 2023/24. The updated funding gap contained within the report has decreased to £53.956m by 2023/24 primarily as a result of the Chancellor's Spending Review 2020 announcement and the provisional settlement.

The value of the uncommitted transitional reserve is currently forecast to be £159.420m by the end of March 2021. This includes the impact of the forecast

underspend within the 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 - 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 £157.979m. Forecast delivery is £124.772m, a variance of £33.207m 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.

The Robustness of the Budget and the Adequacy of Reserves

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

Robustness of the Estimates

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

The table below demonstrates the scale of just a small variance in the assumptions made, showing the potential impact of both a positive and negative movement of 1% across the main areas within the Medium Term Financial Strategy:

	Potential Full - Year Impact (£m)
Funding - Council Tax (1%)	+/- 5.145
Pay (1%)	+/- 2.945
Price Inflation (1%)	+/- 6.197
Demand (1%)	+/- 5.931

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

- **Government Funding**

On 25 November 2020 the Chancellor announced the Spending Review 2020 (SR20). Whilst a multi-year Spending Review was originally expected, the Chancellor and the Prime Minister 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 Provisional Settlement was announced on 17 December 2020 and confirmed the funding streams that were included within SR20 and provided more detailed information and allocations for councils.

The Medium Term Financial Strategy contains a best estimate of the funding envelope that the county council expects to achieve over coming years. However, the only information we have in relation to future funding is for 2021/22 and we anticipate the delayed fair funding review, business rates system review and the adult social care green paper to take place soon. This is however dependent upon the duration of the pandemic.

Assumptions have been made that include the continuation of social care grants, improved better care fund and that business rates will change to a 75% share from 2022/23.

As part of the provisional settlement it was confirmed that the maximum increase that we will be able to apply to council tax, without a referendum, will be 1.99%. In addition those authorities with responsibility for adult social care have the ability to raise council tax by an additional 3% through as adult social care precept. It has also been confirmed that this increase can be included within 2021/22, spread over the next 2 years, or indeed the total 3% can be levied in 2022/23.

- **Service Demand**

In 2020/21 we have seen the impact of the pandemic on demand levels, with areas such as nursing and residential care being 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. It is also anticipated that over the coming months we will see additional demand across our children's services as a result of the pandemic.

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.

Over the period 2021/22 to 2023/24 circa £46m has been provided in the Medium Term Financial Strategy for demand pressures of which circa £29m relates to adult

social care and circa £9m children's social care. These have been identified based on current and historical trends and population projections where appropriate (particularly linked to the ageing population in respect of adult social care). Estimates are based on assumptions that have previously been a reasonable prediction of demand, during the current financial year.

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

- **Pay**

The majority of the pay bill is driven by the national pay agreement and the announcement of a new pay spine represents a significant additional cost pressure reflected in the updated Medium Term Financial Strategy. The county council also remains committed to paying its employees as an accredited member of the Living Wage Foundation.

As part of the Spending Review it was announced that public sector pay would not be increased in 2021/22, however as the pay award will need to go through pay awarding bodies prior to being decided for 2021/22 a pay freeze has not been reflected at this stage.

- **Inflation**

Levels of inflation have fallen due to economic pressures as a result of the pandemic, with the Chancellor confirming that Consumer Price Index is currently 0.5% (September 2020).

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

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

- **Interest Rates**

The Bank of England, which had held rates steady at 0.75% through most of 2019/20, moved in March to cut rates to 0.25% and then swiftly thereafter brought them further down to the record low of 0.1% along with an asset purchase programme to help stimulate the economy. Whilst the central forecast is for Gross

Domestic Product to continue to recover, the county council's treasury advisors expect the Bank Rate to remain at the current 0.1% level for the foreseeable future and that Gilt yields will remain very low in the medium term. Shorter term Gilt yields are currently negative and will remain around zero or below until either the Bank expressly rules out a negative Bank Rate or growth/inflation prospects improve.

• **Savings Programme Delivery**

The scale of savings agreed to be delivered over future financial years remains significant with £24.876m 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 £24.241m to be delivered across 2021/22 and 2022/23.

Should the COVID-19 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.

This has been identified as one of the highest level risks in the council's Risk and Opportunity Register and there are comprehensive arrangements in place to track delivery of financial savings and take corrective actions as required.

Adequacy of Reserves

The council holds reserves for a number of reasons:

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

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

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

In relation to the council's general reserve (County Fund Balance), the forecast level at 31 March 2021 is £23.437m. In addition the council is forecast to hold £17m by the end of the financial year as a formal treasury management reserve to reflect that, whilst the council's treasury management performance (covering both investment activity and financing costs) has been positive over an extended period, the outlook post-Brexit is particularly uncertain and volatile. The reserve is there to hedge against that volatility, including interest rate changes and associated risks over the short-term without directly impacting the revenue account.

The value of the council's uncommitted transitional reserve, which is available to support the revenue budget, by the end of the financial year including the 2020/21 forecast underspend is currently forecast to be £159.420m, and is sufficient to meet the forecast funding gap within the current Medium Term Financial Strategy covering 2021/22 to 2023/24.

The level of risk evident within the budget has been significant in recent years and has been exacerbated by the initial and longer-term impact of the pandemic and the ongoing longer-term uncertainty regarding funding levels. The revenue budget for 2021/22 will need to be supported by reserves with an increasing gap forecast in subsequent years. The transitional reserve allows decisions to be made in a more measured and considered way but does not of itself negate the need for a sustainable budget to be achieved. While the council's budgetary control procedures are strong in terms of managing in year expenditure, the effectiveness of budgetary control is a combination of systems and processes as well as the risk environment within which the council is operating. It therefore remains an essential requirement that the council continues to ensure that processes are effective in maintaining a grip on in year expenditure and also that there is a clear focus on delivering a balanced and sustainable budget.

As part of the Medium Term Financial Strategy report, scenario analysis and stress tests of the current financial gap and reserves position have been undertaken.

Overall, the council has an appropriate level of reserves available to manage the financial risks it is facing from 2021/22 to 2023/24. However, on current forecasts it will be necessary that additional savings are identified to be delivered to bring the council to a financially sustainable position. Any utilisation of remaining reserves should support, wherever possible, activities which reduce ongoing revenue costs.

Consultations

Proposals will be subject to appropriate consultation where required.

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 Medium Term Financial Strategy. 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 Medium Term Financial Strategy, primarily on contractual price increases and particularly on social care where there are nationally recognised funding issues in the residential and domiciliary care markets. In addition, the Medium Term Financial Strategy includes estimates of the cost of increases that would enable independent sector providers to meet the additional costs of the national living wage.

Delivery

The Medium Term Financial Strategy 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

Reason for inclusion in Part II, if appropriate

N/A



Money Matters
The County Council's Revenue Financial
Position
2020/21 Quarter 3

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1. Summary Revenue Budget Monitoring Position as at 31st December 2020

Service Area	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q2 Variance
	£m	£m	£m	%	£m
Adults	364.909	363.739	-1.170	-0.32%	1.514
Total Policy, Information, Commissioning and Safeguarding	7.627	7.705	0.078	1.02%	0.075
Public Health & Wellbeing	-5.212	-4.436	0.776	14.89%	0.535
Education and Children's Services	200.933	200.682	-0.251	-0.12%	6.993
Growth, Environment & Planning	4.890	4.737	-0.153	-3.13%	-0.076
Highways and Transport	65.775	72.391	6.616	10.06%	7.606
Organisational Development	2.237	2.153	-0.084	-3.76%	-0.055
Waste Mgt	65.965	63.656	-2.309	-3.50%	-0.708
Finance	43.310	43.124	-0.186	-0.43%	-0.208
Corporate Services	18.857	20.219	1.362	7.22%	0.888
Strategy and Performance	32.997	36.556	3.559	10.79%	3.913
Chief Executive Services	42.563	26.374	-16.189	-38.04	-22.494
TOTAL	844.851	836.900	-7.951	-0.94%	-2.017

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 December 2020. The forecast outturn for 2020/21 is outlined in the table above, with a £7.951m underspend forecast, which by way of context is 0.94% of the county council's net budget and reflects an improvement of £5.934m from the position previously reported as at the end of September.

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 some offsetting cost reductions. At this point in the financial year we have seen the impact in areas such as demand on some elements of adult social care being 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. It is also anticipated that over the coming months we will see additional demand across our children's services as a result of the pandemic.

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 (£23.002m) which are helping to mitigate some of the forecast pressures, without which the forecast position would be an overspend of £15.051m.

These factors have led to an underspend being forecast at quarter 3 although we still await the impact of pent up demand and this cannot be assessed given the rapidly changing situation in relation to the pandemic. It is therefore difficult to forecast with any certainty at the moment and volatility in actual demand could lead to a significant variance from the current forecast at a later date.

The forecast is based on actual expenditure and income to date, 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 most impacted months of 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.

There have been multiple grants awarded by the Government to local authorities to support additional expenditure, delayed savings delivery and lost income as a result of the pandemic. The monitoring position at quarter 3 reflects the additional income received to date and costs forecast to be incurred. It must be noted that this is a fast changing picture with additional funding and changes to advice and guidance as part of the pandemic happening on a regular basis.

The savings that have been agreed to date are also closely monitored, with a total of £51.196m budgeted to be delivered in 2020/21. The financial position at the end of quarter 3 has an assessment of c51% 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	Q2 Variance
	£m	£m	£m	%	£m
Disability (Adults)	0.396	1.308	0.912	230.30%	1.363
Learning Disabilities, Autism & Mental Health	175.843	180.801	4.958	2.82%	4.429
Residential & Day Care Services for Older People	-0.301	4.431	4.732	-1572.09%	4.514
Social Care Services (Adults)	188.971	203.581	14.610	7.73%	10.391
Total	364.909	390.121	25.212	6.91%	20.697
Share of unallocated COVID-19 emergency monies	0.000	-26.382	-26.382		-19.183
Total Adults	364.909	363.739	-1.170	-0.32%	1.514

Adult Services – forecast underspend £1.170m

The Adult Services budget accounts for c43% of the county council's total net budget. In a time of great uncertainty due to the pandemic, it is a positive that this service is forecast to achieve a small underspend which represents less than 1% of the budget. It must be noted that the service has been supported by significant levels of Covid-19 funding (emergency support grant, infection control grant, hospital discharge funding and sales, fees and charges grant) which is non-recurrent and any underlying and long term pressures as a result of the pandemic will need to be reviewed and included within the MTFS if required.

There are significant variances across a number of services in the directorate with the main pressures being increased demand in non-residential services, delayed delivery of savings and pressures across our in-house residential services. These are offset by underspends due to reduced demand in residential and nursing placements and also additional income that has been recovered.

The forecast presented is the best estimate of the position anticipated by the end of the financial year, however there could be significant volatility of demand levels for services particularly as we enter the winter months, with the added uncertainty of the impact of the pandemic. A detailed review is taking place to forensically review the demand and cost of placements to understand further the impact on the budget position, the variances and support the forecast.

The most significant variances within the directorate are as follows:

Disability Service (Adults) – forecast overspend £912,000

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 £4.958m

The learning disability and autism service is forecast to overspend by £6.823m. Commissioned services are forecasting a net budgetary pressure of £4.860m due to the impact of Covid-19, with the most significant being a forecast overspend of £4.992m in domiciliary care offset by underspends in residential and nursing care. In this area the levels of demand increases are significant, as the budget contains funding for an increase of 3%, but levels at quarter 3 are close to 8%.

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 £4.000m due to current and historic void claims.

These pressures are partially mitigated by net additional income of £3.549m.

The mental health service is forecast to underspend by £1.520m, predominantly due to staffing underspends of £1.265m. Commissioned services are forecast to overspend by £1.477m, which has been increased to reflect in year anticipated demand pressures resulting from the Covid-19 pandemic. The modelled forecast does include growth to reflect increased demand across domiciliary services and direct payments. Community based services are forecasting an underspend of £1.657m. This position is mainly due to the overachievement of a saving relating to elements of block contracts.

Residential and day care services for older people – forecast overspend £4.732m

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 c£1.500m 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.470 resulting in an income short fall from residents expected to be £2.494m at year end.

Social care services (adults) - forecast overspend £14.610m

Residential care is forecast to overspend by £5.017m 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 £2.303m due to a reduction in the number of service users.

Non-residential care has an overspend of £11.910m 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 £26.382m 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	Q2 Variance
	£m	£m	£m	%	£m
Policy Info & Commission Age Well	0.833	0.850	0.017	2.04%	0.027
Policy Info & Commission Live Well	0.894	0.915	0.021	2.35%	0.019
Safeguarding & Quality Improvement Services	5.900	5.940	0.040	0.68%	0.029
Total Policy, Information, Commissioning and Safeguarding	7.627	7.705	0.078	1.02%	0.075

Policy, Information and Commissioning, Quality, Contracts and Safeguarding Adults Services – forecast overspend £78,000

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	Q2 Variance
	£m	£m	£m	%	£m
Public Health & Wellbeing	-66.883	-66.688	0.195	0.29%	0.050
Health Equity Welfare & Partnerships	57.381	57.910	0.529	0.92%	0.000
Health, Safety & Resilience	0.924	0.748	-0.176	-19.05%	-0.068
Trading Standards & Scientific Services	3.366	4.088	0.722	21.45%	0.553
Total	-5.212	-3.942	1.270	24.37%	0.535
Share of unallocated COVID-19 emergency monies	0.000	-0.494	-0.494		0.000
Total Public Health & Wellbeing	-5.212	-4.436	0.776	14.89%	0.535

Public Health and Wellbeing – forecast overspend £776,000

The Public Health grant is forecast to underspend by £2.841m. This is not presented in the figures above, as the grant is ringfenced with the forecast underspend to be transferred to reserves and be re-invested in public health eligible services in future years. Elements of the service that are underspent are those which are on a tariff based arrangement, operating on a demand basis such as sexual health, oral health, health checks and substance misuse budgets. These areas are underspent in large part due to suppressed demand as a result of the severe restrictions that Lancashire has been placed under during the pandemic. In future years we expect to see demand increase and health inequalities across different areas in Lancashire will need to be addressed.

The service has incurred additional costs due to Covid-19 in areas such as establishing outbreak management arrangements and increasing staffing to support the response to the pandemic. As a result Public Health & Wellbeing has been apportioned £494,000 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.

Trading Standards and Scientific Services are forecasting an under-recovery of income, with some of this due to the Covid-19 pandemic. There are also some income and cost pressures which are currently being reviewed to establish the reasoning behind the pressures, ascertain if they are recurrent, and determine if they can be recovered by the service or if they will need to be built into the MTFS.

6. Education and Children's Services

	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q2 Variance
	£m	£m	£m	%	£m
Children Social Care Localities	106.466	113.617	7.151	6.72%	10.406
Fostering Adoption Residential and YOT	33.032	33.882	0.850	2.57%	0.451
Total Children's Social Care	139.498	147.499	8.001	5.74%	10.857
Children and Family Wellbeing Service	14.533	12.684	-1.849	-12.72%	-1.367
Education Improvement 0 - 11 Years And 11+ To 25 Combined	3.878	6.274	2.396	61.78%	3.074
Inclusion	19.325	19.156	-0.169	-0.87%	0.173
Libraries Museums Culture & Archives	10.192	11.196	1.004	9.85%	2.606
Total Education and Skills	47.928	49.310	1.382	2.88%	4.486
Quality Assurance, Inspection And Safeguarding	13.379	12.497	-0.882	-6.59%	-0.578
Policy Info & Commission Start Well	1.558	1.526	-0.032	-2.05%	0.009
Education & Children's Services Central Costs	-1.430	-2.028	-0.598	-41.82%	-0.598
Total	200.933	208.804	7.871	3.92%	14.176
Share of unallocated COVID-19 emergency monies	0.000	-8.122	-8.122		-7.183
Total Education and Children's Services	200.933	200.682	-0.251	-0.12%	6.993

Education and Children's Services – forecast underspend £251,000

Children's Social Care Localities – forecast overspend £7.151m

The forecast variance includes an anticipated overspend of £3.743m 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 mitigation for this will be the implementation of the restructure proposals and the January launch of the family safeguarding model.

Agency residential (including leaving care) and fostering placements are forecast to overspend by £3.209m. Agency residential placements increased from 292 in March 2019 to 303 in March 2020. They decreased by 11 to 302 placements in November 2020. Agency fostering placements decreased from 524 in March 2019 to 501 in March 2020 and decreased by 26 to 475 placements in November 2020. 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.

Demand could increase as lockdown restrictions are lifted and additional costs of c£2.045m have been reflected in the forecast for agency placements. This estimate has reduced in comparison to previous forecasts, as to date the anticipated additional demand has not materialised. It is still expected that additional demand costs will be incurred at the beginning of 2021 and therefore a forecast is included for the final quarter of the year.

Family support, which covers Special Guardianship Orders (SGO's), assistance to families and other payments, is forecast to overspend by £601,000 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 £850,000

The service is forecasting to overspend. This is mainly due to residential in-house provision (including overnight short breaks) which is forecast to overspend by £826,000. This overspend relates to staff costs of which £517,000 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 £1.849m

The forecast position relates to anticipated staffing underspends of £1.487m due to continuing levels of staff vacancies. However, the current staffing levels mean the service is having to adapt their level of service delivery accordingly and they will need to increase staff activity to support family safeguarding. There are further underspends forecast due to over-recovery of budgeted income for the troubled families unit and other minor underspends across the service.

Education Improvement – forecast overspend £2.396m

Traded services are forecast to overspend by £904,000 which relates to the 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 £1.772m. This is as a result of under recovery of income of £2.641m partly offset by a reduction in expenditure of £517,000 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 embed the re-design of this service and assess the subsequent impact on income.

In addition there are further overspends across the service due to under recovery of income (c£624,000). This is as a result of settings i.e. schools and early years settings closing during lockdown and the continuing pressure of being unable to deliver face to face training.

Inclusion – forecast underspend £169,000

Underspends of £1.024m 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 (£129,000) and an increase in demand for agency residential and fostering placements and family support for children with disabilities (£726,000).

Libraries, Museums, Culture and Archives (LMCA) – forecast overspend £1.004m

Forecast overspends of £847,000 and £287,000 are forecast for 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. The position for this service has improved as income has been received in relation to the period April – July 2020 to offset sales, fees and charges losses due to Covid-19.

Quality Assurance, Inspection and Safeguarding – forecast underspend £882,000

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. This underspend is offset by smaller overspends on non-staff costs (supplies, services and travel) across the service and will be absorbed during future months as the demand for the service will grow in line with other predicted social care demands.

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 £8.122m 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	Q2 Variance
	£m	£m	£m	%	£m
LEP Coordination	0.250	0.250	0.000	0.00%	0.000
Business Growth	1.591	1.634	0.043	2.70%	0.034
Planning and Environment	2.203	2.313	0.110	4.99%	-0.023
Estates	0.435	0.375	-0.060	-13.79%	0.000
Strategic Development	0.411	0.412	0.001	0.24%	-0.001
Total	4.890	4.984	0.094	1.92%	0.010
Share of unallocated COVID-19 emergency monies	0.000	-0.247	-0.247		-0.086
Total Growth, Environment & Planning	4.890	4.737	-0.153	-3.13%	-0.076

Growth, Environment and Planning Services – underspend £153,000

Growth, environment and planning services has been apportioned £247,000 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	Q2 Variance
	£m	£m	£m	%	£m
Highways	12.700	19.078	6.378	50.22%	4.852
Public & Integrated Transport	53.430	53.721	0.291	0.54%	2.825
Customer Access	2.626	3.380	0.754	28.71%	0.616
Design and Construction	-2.981	-1.372	1.609	53.98%	2.232
Total	65.775	74.807	9.032	13.73%	10.525
Share of unallocated COVID-19 emergency monies	0.000	-2.416	-2.416		-2.919
Total Highways and Transport	65.775	72.391	6.616	10.06%	7.606

Highways and Transport – forecast overspend £6.616m

Highways – forecast overspend £6.378m

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 £2.085m.

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 £2.793m is forecast at this stage in the financial year.

In addition, the forecast has been increased within the severe weather budget due to increased spend to date and projected increased costs on winter gritting.

Public and Integrated Transport – forecast overspend £291,000

Most parts of the public and integrated transport budget are affected by Covid-19 and the most significant forecast variances are detailed below.

School transport costs are forecast to overspend by c£1.300m due to a 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. Payments made to taxi operators are being made based on contract values in line with government guidance, resulting in a forecast overspend of c£800,000. 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 a small pressure 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£1.900m. 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 £754,000

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 £1.609m

Design and Construction property is forecast to overspend by £1.526m. Lower than forecast income recovery of c£2.221m 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 factors so the position is still subject to change. The above is partly offset by forecast underspends of £695,000 on staffing and agency costs.

In addition Design and Construction highways is forecast to overspend by £83,000.

Highways and transport has been apportioned £2.416m 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	Q2 Variance
	£m	£m	£m	%	£m
Programme Office	1.436	1.352	-0.084	-5.85%	-0.055
Organisational Development	0.801	0.801	0.000	0.00%	0.000
Total Organisational Development and Change	2.237	2.153	-0.084	-3.76%	-0.055

Organisational Development and Change – forecast underspend £84,000

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	Q2 Variance
	£m	£m	£m	%	£m
Waste Mgt	65.965	65.146	-0.819	-1.24%	-0.708
Total	65.965	65.146	-0.819	-1.24%	-0.708
Share of unallocated COVID-19 emergency monies	0.000	-1.490	-1.490		0.000
Total Waste Mgt	65.965	63.656	-2.309	-3.50%	-0.708

Waste Management – forecast underspend £2.309m

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 3% higher this year compared to the same period of last year.

Forecast underspends of £1.646m 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 £206,000.

Forecast overspends of £1.100m relate to waste disposal costs, these are offset by underspends within the waste company, insurance costs and other minor underspends.

Waste management has been apportioned £1.490m 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.

11. Finance

	Approved Net Budget	Current Period Net Forecast Outturn	Current Period Net Forecast Variance	Current Period Net Forecast Variance	Q2 Variance
	£m	£m	£m	%	£m
BTLS	27.204	27.203	-0.001	0.00%	-0.001
Lancashire Pension Fund	0.000	0.000	0.000	0.00%	0.000
Exchequer Services	3.937	3.694	-0.243	-6.17%	-0.299
Financial Mgt (Development and Schools)	0.005	-0.074	-0.079	-1580.00%	-0.041
Financial Mgt (Operational)	1.698	1.740	0.042	2.47%	0.042
Corporate Finance	7.753	7.654	-0.099	-1.28%	-0.080
Internal Audit	0.753	0.782	0.029	3.85%	0.103
Procurement	1.960	2.142	0.182	9.29%	0.080
Total	43.310	43.141	-0.169	-0.39%	-0.196
Share of unallocated COVID- 19 emergency monies	0.000	-0.017	-0.017		-0.012
Total Finance	43.310	43.124	-0.186	-0.43%	-0.208

Finance - forecast underspend £186,000

The forecast underspend is predominantly due to underspends reported within exchequer services with a forecast underspend of £403,000 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 £217,000 across the remainder of finance.

Finance has been apportioned £17,000 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	Q2 Variance
	£m	£m	£m	%	£m
Coroner's Service	2.472	2.379	-0.093	-3.76%	-0.004
Human Resources	1.012	1.098	0.086	8.50%	0.135
Legal, Governance and Registrars	12.528	14.893	2.365	18.88%	1.530
Skills Learning & Development	2.845	2.667	-0.178	-6.26%	-0.220
Total	18.857	21.037	2.180	11.56%	1.441
Share of unallocated COVID-19 emergency monies	0.000	-0.818	-0.818		-0.553
Total Corporate Services	18.857	20.219	1.362	7.22%	0.888

Corporate Services - forecast overspend by £1.362m

The main pressure across the service relates to legal fees c£1.9m as demand linked to social care continues to increase, there are some largely compensating variances across the remainder of corporate services.

In addition there are income pressures within the registrar's service and human resources due to the ongoing pandemic.

Corporate Services have been apportioned £818,000 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	Q2 Variance
	£m	£m	£m	%	£m
Asset Mgt	7.252	7.102	-0.150	-2.07%	0.287
Facilities Mgt	19.853	23.669	3.816	19.22%	3.608
Core Systems and Business Support	4.548	4.541	-0.007	-0.15%	0.054
Business Intelligence	1.344	1.369	0.025	1.86%	0.049
Total	32.997	36.681	3.684	11.16%	3.998
Share of unallocated COVID-19 emergency monies	0.000	-0.125	-0.125		-0.085
Total Strategy and Performance	32.997	36.556	3.559	10.79%	3.913

Strategy and Performance - forecast overspend £3.559m

Asset Management – forecast underspend £150,000

Street lighting energy is forecast to underspend by £148,000. Salix funded works to replace street lights with LEDs was delayed due to Covid-19. Whilst the programme has resumed, consumption is higher than otherwise would have been the case. This additional consumption is more than offset by price reductions brought about by energy supply contract changes.

Further underspends of £147,000 relate to staffing, 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.

Partly offsetting these underspends is a pressure of £90,000 in relation to lower energy rebates due to reduced utility spend in schools and our own 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.

Facilities Management - forecast overspend £3.816m

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 £8.207m which relates to lower income charge to schools. Even though this is a significant pressure there remain a number of uncertainties and risks 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 underspends of £3.155m.

The forecast includes £1.536m of income claimed as part of the government scheme to refund authorities for 75% of their income losses due to Covid-19 relating to school and staff catering. This money relates to April - July and further claims will be made during 2020/21 and included in the forecast once it is confirmed the funds will be received.

Strategy and performance services has been apportioned £0.125m 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	Q2 Variance
	£m	£m	£m	%	£m
Chief Executive	2.563	2.676	0.113	4.41%	-0.024
Communications	1.045	1.110	0.065	6.22%	0.065
Corporate Budgets (Funding and Grants)	1.546	7.310	5.764	372.83%	-0.025
Corporate Budgets (Treasury Management)	27.642	10.043	-17.599	-63.67%	-22.002
Corporate Budgets (Pensions & Apprenticeship Levy)	9.767	9.563	-0.204	-2.09%	0.315
Total	42.563	30.702	-11.861	-27.87%	-21.671
Share of unallocated COVID-19 emergency monies	0.000	-4.328	-4.328		-0.823
Total Chief Executive Services	42.563	26.374	-16.189	-38.04%	-22.494

Chief Executive Services - forecast underspend £16.189m

This relates to forecast gains across the treasury management budget of £23.002m primarily as a result of extra income received through the sale of gilts and bonds taking advantage of the current economic environment and ongoing significant volatility in their pricing. This position is offset by a contribution to the treasury management reserve to reflect the anticipated ongoing economic uncertainties, including the interest rate environment, resulting from both the pandemic and Brexit and the resulting potential future market risks and impact on future returns.

In addition a contribution has been made to the insurance provision to reflect the required level of funding available based on recent claims. There are also estimated costs relating to voluntary redundancy which would normally be funded from within reserves. However, given the forecast underspend position within the directorate these costs can be met within this budget.

There are other minor forecast underspends and overspends on areas such as apprenticeship levy and the communications service.

Chief executive services has been apportioned £4.328m 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 value is higher at quarter 3 due to additional funding being received and volatility in relation to where the costs will be incurred, therefore a proportion of the additional funding has been held within the directorate.

Money Matters
Financial Outlook for the County Council
Medium Term Financial Strategy &
Reserves – Quarter 3

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1. Executive summary

At Cabinet in November 2020 the updated medium term financial strategy (MTFS) set out a forecast aggregated funding gap of £50.368m in 2021/22 and £78.791m 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 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 MTFS at quarter 3 reflects the provisional financial settlement which was announced on 17th December 2020. This provided confirmation of funding announcements made by the Chancellor as part of the Spending Review 2020, however these are subject to consultation and could change as part of the final financial settlement. This included the ability to raise additional council tax through a social care precept and additional funding to support the costs of the Covid-19 pandemic. These changes have had a significant impact on the forecast gap in 2021/22, however it must be noted that many of these changes are non-recurrent and it is likely that there will be longer term pressures within the budget due to the impact of Covid-19 which are difficult to quantify at this stage in the pandemic.

The information in relation to council tax is heavily dependent upon calculations undertaken by district councils. This report contains the best estimates of tax base for 2021/22 and the estimated irrecoverable income in 2020/21, which the Government has agreed can be spread over 3 years and have now indicated they will provide funding for 75% of the cost. This is an area that we expect to change prior to the budget Full Council in February, as districts are working through tax base projections (including the impact of council tax support schemes and collection rates), with the information not needing to be provided until the statutory deadline of 31st January.

This report provides an updated position covering the financial years 2021/22 – 2023/24. The forecast funding gap for 2021/22 is £2.319m, with an updated aggregated funding gap contained within the report of £53.956m by 2023/24 which is a reduction of £24.835m from the previously reported position in November. The main reasons for the changes to the position are as follows:

- Increase in council tax of 4.99% including the ability to raise an additional 3% as an adult social care precept.
- Additional business rates income s31 grants confirmed in the provisional settlement.
- An estimated reduction in council tax base of 1% which is offset by additional funding provided as part of the Covid-19 support package.
- Additional capital receipts forecast for 2021/22.
- Additional costs in relation to ICT infrastructure, legal fees, and capital financing.
- Reduced income within education services.
- Additional savings identified mainly relating to the extension of current activity to identify and collect all income due to the council particularly across adult social care, along with a move, in common with many authorities, to self-insurance of

the waste facilities reflecting the increasing challenge of accessing cost-effective insurance provision in this sector.

The Tier system across England is being regularly reviewed and announcements and decisions made dependent upon a number of factors. Currently, Lancashire is within Tier 4 of local restrictions, with further funding received, analysis over coming months will be required to fully assess the impact of these restrictions (and any future further or reduced restrictions) and the longer term impact on the county council's financial projections.

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 and the anticipated green paper on adult social care could all impact on our future funding in the later years of the MTFS.

The value of the uncommitted transitional reserve is currently forecast to be sufficient to meet the identified funding gaps for the full period 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 to reduce the funding gap.

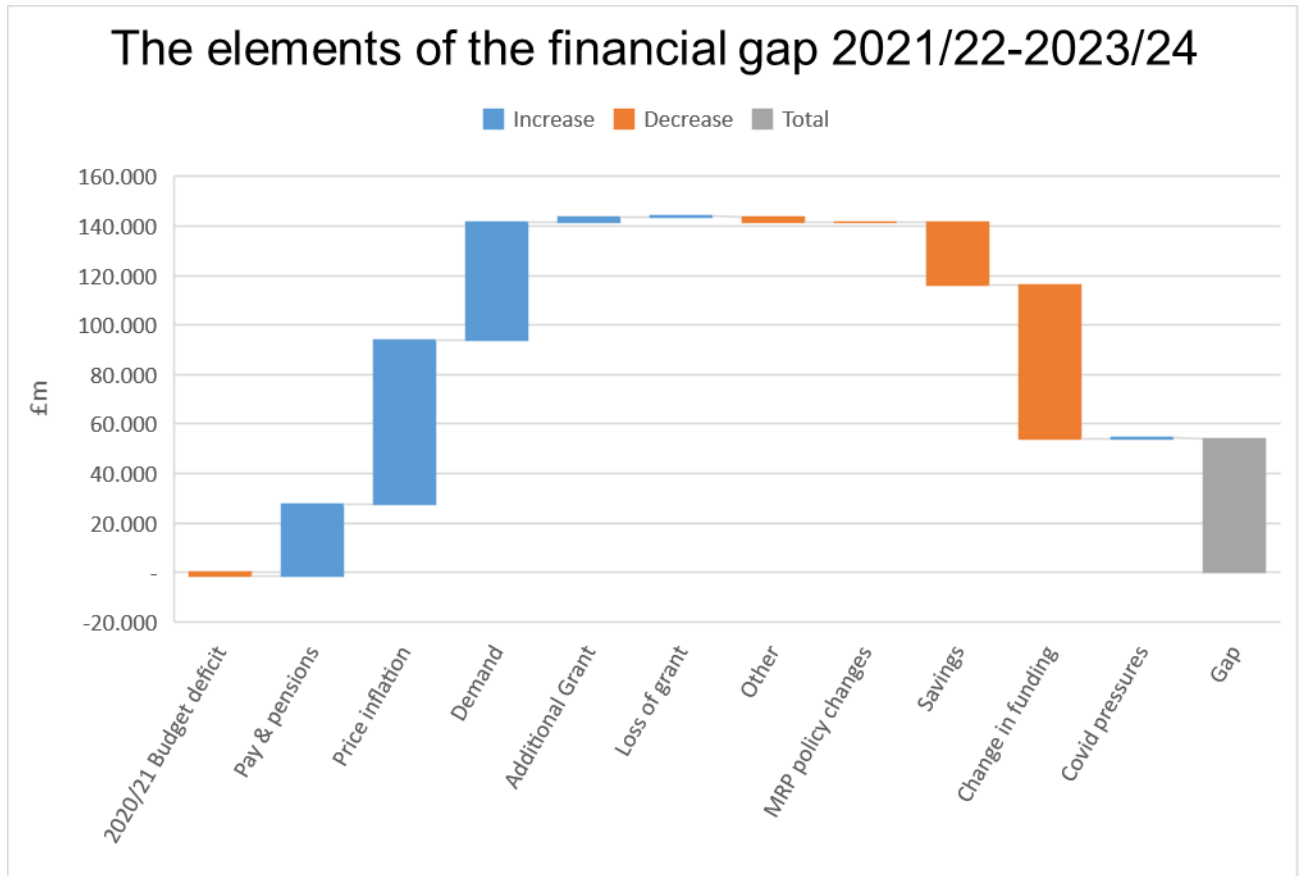
The table below provides a detailed analysis of movements between the previously reported financial gap and the revised financial gap:

Table 1

	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Spending Gap as reported to Cabinet quarter 2	50.368	13.186	15.237	78.791
Add change to forecast of spending:				
Pay & Pensions	2.058	-0.854	-0.982	0.222
Inflation and Cost Changes	-2.538	0.141	-0.739	-3.136
Service Demand and Volume Pressures	3.521	-1.313	-0.851	1.357
Other	22.252	-18.690	0.000	3.562
Additional Grant	-28.694	28.621	0.000	-0.073
Undeliverable Savings	0.370	0.000	0.000	0.370
Additional Savings	-6.065	-0.288	0.000	-6.353
Reprofiled Savings	0.247	-0.507	-0.299	-0.559
Covid Impact/Pressures	-1.343	0.388	0.624	-0.331
Total Change to Forecast of Spending	-10.192	7.498	-2.247	-4.941
Change to forecast of resources:				
Funding	-37.857	18.195	-0.232	-19.894
Total Change to Forecast of Resources	-37.857	18.195	-0.232	-19.894
Funding Gap	2.319	38.879	12.758	53.956

Aggregated Funding Gap	2021/22	2022/23	2023/24
2021/22 (£m)	2.319	2.319	2.319
2022/23 (£m)		38.879	38.879
2023/24 (£m)			12.758
Total	2.319	41.198	53.956
Previous position (£m)	50.368	63.554	78.791
Variance (£m)	-48.049	-22.356	-24.835

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 £53.956m in the financial year 2023/24 shown in the table above:



2. Funding

On 25th November the Chancellor announced the Spending Review 2020 (SR20). Whilst a multi-year Spending Review was originally expected, the Chancellor and the Prime Minister 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 Provisional Settlement was announced on 17th December 2020 and confirmed the funding streams that were included within SR20 and provided more detailed information and allocations for councils.

Business Rates

A review of the business rates system has been pending for a number of years, with early development of a new system taking place with pilots and elements of the system being consulted on. This has however been paused due to the pandemic and 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.

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.

As part of the announcement of the provisional settlement the secretary of state could not provide certainty at this stage of the revised date that the fair funding formula and changes to the business rates system will take place due to the ongoing impact of the pandemic.

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. This has been reduced by 75% to reflect the additional support to be provided to councils.
- A reduction in tax base has been forecast for 2021/22 due to early indicative information we have received from district councils. With a 1% increase included in 2022/23 and a return to pre-Covid levels of 1.7% per annum thereafter.
- Council tax increases of 4.99% will be applied to 2021/22 to include the additional adult social care precept that is permitted. An increase of 1.99% is assumed in 2022/23 and 2023/24.
- No growth or uplift on business rates has been built into 2021/22 with a return to growth of 0.5% per annum thereafter.
- 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, including additional grant announced as part of SR20 and the provisional settlement.
- Capital receipts increased to £4.000m for 2021/22 and assumed that the flexibility to use within the revenue budget is not extended into later years.

The table below reflects the updated funding position.

Table 2

	2021/22 £m	2022/23 £m	2023/24 £m
Revenue Support Grant	33.615	34.220	34.904
Business Rates	201.997	204.773	208.631
Council Tax	540.122	556.380	577.098
New Homes Bonus	2.416	1.635	0.799
Improved Better Care Fund	45.532	45.532	45.532
Social Care Support Grant	41.943	41.943	41.943
Collection Fund	-1.728	-1.728	-1.728
Capital Receipts	4.000	0.000	0.000
Local Council Tax Support Grant	11.429	0.000	0.000
Total	879.326	882.755	907.179
Funding assumed - previous MTFS	841.469	863.093	887.285
Variance	37.857	19.662	19.894
Impact on financial gap	-37.857	18.195	-0.232

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%	3.00%	4.99%
2022/23	1.99%	0.00%	1.99%
2023/24	1.99%	0.00%	1.99%
2024/25	1.99%	0.00%	1.99%

As part of the provisional settlement it was confirmed that the maximum increase that we will be able to apply to council tax, without a referendum, will be 1.99%. In addition those authorities with responsibility for adult social care have the ability to raise council tax by an additional 3% through an adult social care precept. It has also been confirmed that any of the 3% allowed increase not taken in 2021/22 can be carried forward and applied in 2022/23. 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 £5.145m.

The calculation of the council tax base position in 2021/22 is particularly challenging as district councils need to assess the number of properties that can be taxed, the collection rate and also the council tax support schemes that they offer. The Government has provided additional support to compensate a reduced tax base due to the impact of Covid-19. Early indications from district councils are that there will be a reduction in tax base, but they are working through their position in order to provide their tax base for 2021/22 by the statutory deadline of 31st January 2021. Within the MTFS at quarter 3 we have assumed a reduction in tax base of 1%, however this is subject to change as further information becomes available from district colleagues. The county council has been allocated £11.429m of additional funding to compensate for losses due to the council tax support schemes and this has been included in the MTFS at quarter 3.

For 2022/23 a 1% increase in tax base has been built in to the forecast, and in 2023/24 returns to 1.7% increase. This has been assumed based on historical average increases. This position will be impacted dependent upon the duration of the pandemic.

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 as part of the provisional settlement 2021/22 rates 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 and 4 are implemented and have an impact on businesses.

As part of the provisional settlement it was announced that the Government will provide funding to support 75% of irrecoverable losses. Therefore as part of the MTFS at quarter 3 we have reduced the impact in each of the next 3 years. This may be an overly simplistic way of undertaking the calculation, but at this stage our district colleagues are working through the additional guidance and calculation templates provided by MHCLG and we await confirmation of their deficit position.

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 £4.000m 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 3 has not changed significantly and reflects the agreed pay settlement for 2020/21 of 2.75% and assumes a 2% increase in subsequent years.

As part of the Spending Review it was announced that funding for public sector pay would not be increased in 2021/22, however the pay award will be determined following negotiations between the employer and trade union sides of the National Joint Council (NJC) for Local Government Services and a pay freeze has not been reflected at this stage.

The main change to the pay forecast relates to additional staffing agreed across various services to respond to Covid-19 where only the first quarter of the year will be funded by additional grant from MHCLG. As these costs are generally fixed term for 12 – 24 months the costs drop out in later years across the MTFS.

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	13.057	6.289	6.914	26.260
Pensions costs	1.144	1.060	0.000	2.204
Other pay related costs	0.200	0.038	0.039	0.277
Revised pay and pension requirements	14.401	7.387	6.953	28.741
Pay and pensions - previous MTFS	12.343	8.241	7.935	28.519
Variance	2.058	-0.854	-0.982	0.222

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.

As part of the Spending Review 2020 an update was provided as to the level of the national living wage for 2021 which is a key factor in determining fee levels for our commissioned services within adult social care and is reflected in this updated position. Actual proposed fee levels for Adult Social Care in 2021/22 will be considered by Cabinet in February following engagement with a number of providers to consider overall cost pressures.

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	15.011	13.911	14.706	43.628
Children's Services	1.364	1.893	2.121	5.378
Waste Services	2.460	2.041	2.167	6.668
Transport Services	1.463	1.553	1.632	4.648
Other Services	-1.643	2.208	2.035	2.600
Revised price inflation requirements	18.655	21.606	22.661	62.922
Price inflation – previous MTFS	21.193	21.465	23.400	66.058
Variance	-2.538	0.141	-0.739	-3.136

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	2.880	2.615	3.364	8.859
Waste Services	1.717	0.434	0.481	2.632
Transport Services	0.907	0.606	0.690	2.203
Other Services	5.135	0.122	0.122	5.379
Revised Demand Requirements	20.653	12.856	14.197	47.706
Demand – previous MTFS	17.132	14.169	15.048	46.349
Variance	3.521	-1.313	-0.851	1.357

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.

Additional demand has been included at quarter 3 to reflect ongoing pressures across legal services due to pre-proceedings cases in children's social care. This is reported as a pressure within budget monitoring for 2020/21 and as we expect this to be a recurrent pressure it has been included in the MTFS.

A review has been undertaken of the ICT infrastructure budget to support the county council over coming years, particularly following the change in working arrangements due to Covid-19. An additional estimated budget shortfall of £2.700m has been included at this stage, however work will continue to refine this figure as the pandemic and our new ways of working develop over the next few months.

3.4 Other Adjustments

As part of the spending review 2020 additional funding was announced to support budgetary pressures in 2021/22 as a result of the pandemic. This section of the MTFS therefore includes the additional expenditure related to this funding. This is one-off funding and is therefore removed from the MTFS in 2022/23.

In addition, a pressure has been identified across the capital financing budget and additional costs are expected to be incurred. An additional £2.000m has been included recurrently to support this budget pressure.

A review of the schools advisory service and the delivery model that the service operates with, particularly in relation to income generation, has resulted in agreement that the income target should be reduced. The pressure of £0.975m has been included within the MTFS at quarter 3.

Finally, to ensure that the insurance provision is maintained at a level that will provide coverage of the estimated level of risk for the county council, a recurrent additional contribution to the insurance provision of £0.500m per annum has been included.

3.5 Additional Grant

This section includes additional Covid support grant of £25.994m and estimated sales fees and charges compensatory support of £2.300m. In addition a small adjustment has been made to the profiling of grant income for the family safeguarding project.

3.6 Undeliverable Savings

Following a review of savings it has been identified that a saving within Adult Services that related to the transfer of a service to the county council (SC513) is partially undeliverable, with £370,000 built back into the budget from 2021/22.

3.7 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 3.

3.8 Covid Impact/Pressures

An adjustment has been made to reflect a revised estimate of the pressure that could be incurred across children' social care due to Covid-19. This is following a review of the base demand requirements for the service and the in-year position as part of budget monitoring.

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	-1.292	1.979	-5.132	3.319	0.812	-1.001
COVID-19 Reserve	-33.961	33.961	0.000	0.000	0.000	0.000	0.000
Downsizing Reserve	-5.642	0.000	0.000	-5.642	2.821	2.821	0.000
Risk Management Reserve	-1.935	0.000	0.000	-1.935	0.876	1.059	0.000
Transitional Reserve	-151.199	-7.862	-0.359	-159.420	0.494	0.199	-158.727
Service Reserves	-18.201	1.391	-1.966	-18.776	17.042	0.459	-1.275
Treasury Management Reserve	-11.597	-5.403	0.000	-17.000	0.000	0.000	-17.000
SUB TOTAL - LCC RESERVES	-228.354	20.795	-0.346	-207.905	24.552	5.350	-178.003
Non-LCC Service Reserves	-16.305	1.258	0.346	-14.701	1.677	0.257	-12.767
SUB TOTAL - NON LCC RESERVES	-16.305	1.258	0.346	-14.701	1.677	0.257	-12.767
GRAND TOTAL	-268.096	22.053	0.000	-246.043	26.229	5.607	-214.207

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 £159.420m by the end of March 2021. This represents an improved position of

£8.179m from the £151.241m that was previously reported to cabinet in November 2020. This is mainly due to the inclusion of the forecast underspend for 2020/21 that will be a contribution to the transitional reserve.

The transitional reserve is forecast to be sufficient to meet the identified funding gaps for 2021/22 – 2023-24 as set out in table 8 below.

Table 8

	2021/22	2022/23	2023/24
Opening Balance	159.420	156.607	115.210
Gap funding	2.319	41.198	53.956
Commitments	0.494	0.199	0.000
Closing balance	156.607	115.210	61.254

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 a one year spending review for 2021/22 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 first quarter of 2021/22 as announced within the Spending Review 2020 and Provisional Settlement.

5.2 Savings delivery

The scale of savings agreed to be delivered over future financial years remains significant with £24.876m 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 £24.241m to be delivered across 2021/22 and 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 to deliver 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%)	+/- 5.145
Pay (1%)	+/- 2.945
Price Inflation (1%)	+/- 6.197
Demand (1%)	+/- 5.931

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 December 2020 and 2020/21 Revised Programme

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Capital Programme Monitoring – December 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 £157.979m with a forecast outturn as at December 2020 of £124.772m, a variance of -£33.207m or c21.0%.

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 Cabinet approved decisions, reprofiling and an expected delivery amount for prior year schemes. This will form the basis of the monitoring report.

With additional funding being received during the year specifically to support the delivery of projects to aid both the response and recovery from the Covid pandemic, the delivery programme has noticeably increased. These additional projects have taken priority over some of the schemes originally agreed in the delivery programme, causing large slippage variances which are detailed in the report.

The total delivery programme is £157.979m 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	1.987	1.314	9.875
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	-20.852	18.450
Economic Development	0.000	0.000	9.203	9.203
Vehicles	4.600	0.000	0.324	4.924
Transforming Cities Fund	0.000	4.600	-0.664	3.936
Grand Total	133.842	86.212	-62.075	157.979

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 delivering 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 on the delivery outturn due to any

future additional restrictions or lockdown measures have been omitted from the narrative with the acknowledgement in this section that the risk encompasses the whole Capital programme.

In previous reports these risks have been reflected in the drawing up of a reduced forecast position 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. At quarter 2 this was reported as being £95.069m but has now been updated to £105.162m reflecting progress made during quarter 3.

There remains 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 November 2020 is -£33.207m. A breakdown of the variance to block level is shown in Table 2 below.

Table 2 – Summary Capital Delivery Programme Position as at 31 December 2020

Service Area	Total delivery programme for 2020/21	Spend to date	Total Forecast spend	Forecast Variance
	£m	£m	£m	£m
Schools (exc DFC)	24.456	12.658	18.404	-6.052
Schools DFC	2.426	2.069	3.140	0.714
Children and Young People	1.549	0.565	1.436	-0.113
Highways	43.901	31.259	43.190	-0.711
Transport	22.271	8.655	12.982	-9.289
Externally Funded	9.875	6.062	8.266	-1.609
Waste and Other	0.000	0.000	0.000	0.000
Adults Social Care	16.988	15.661	16.640	-0.348
Corporate	18.450	4.074	7.533	-10.917
Economic Development	9.203	3.474	9.181	-0.022
Vehicles	4.924	1.866	3.000	-1.924
Transforming Cities	3.936	0.422	1.000	-2.936
Totals	157.979	86.765	124.772	-33.207

The total forecast spend for 2020/21 is £124.772m, a reduction of £3.973m from the position reported at quarter 2 reflecting primarily further slippage on a number of projects. The delivery programme is funded from a combination of Borrowing

(£45.700m), Grants (£67.289m) and Developer and 3rd Party Contributions (£11.783m).

The current forecast variance is -£33.207m summarised in table 3 below and a more detailed narrative on the key items making up the variances by block can be found in the section 5 of the report.

Table 4 – 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)	-6.052	-0.138	0.006	-7.003	1.083
Schools DFC	0.714	0.000	0.000	0.000	0.714
Children and Young People	-0.113	0.000	0.000	-0.114	0.001
Highways	-0.711	0.000	1.024	-3.304	1.569
Transport	-9.289	-0.266	0.000	-10.497	1.474
Externally Funded	-1.609	-0.317	0.087	-1.395	0.016
Waste and Other	0.000	0.000	0.000	0.000	0.000
Adults Social Care	-0.348	-0.011	0.000	-0.337	0.000
Corporate	-10.917	-0.501	0.036	-10.638	0.186
Economic Development	-0.022	-0.086	0.000	-1.100	1.164
Vehicles	-1.924	0.000	0.000	-1.924	0.000
Transforming Cities	-2.936	0.000	0.000	-2.936	0.000
Totals	-33.207	-1.319	1.153	-39.248	6.207

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 overspends 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 that was not originally scheduled into 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 £21.544m, a variance of -£5.338m.

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, the 2020/21 delivery plan for this programme is £13.530m.

There is forecast slipped delivery of -£2.723m due to work not progressing as planned on a number of schemes over the summer due to COVID and associated complications. Further uncertainties have arisen on projects originally planned to be on site in early autumn where this was contingent on other factors, such as planning approval and agreed maximum price agreements.

- The Unity College expansion project encountered a number of problems earlier in the year which has resulted in delays to the planned delivery programme. These issues are now resolved and cabinet granted permission for enabling works to commence on site and approved commencement of the building works in early December. The forecast expenditure remains under the originally planned delivery by -£1.264m but provides for successful completion of the enabling works in the financial year.
- The Tom Finney high school expansion project brief was received by the Design and Construction team in November, but it is not likely that significant delivery progress will be made this financial year causing a slipped delivery variance of -£0.390m.
- The Haven School refurbishment works project has been designed and will be taken up to tendering processes but the scheme is on temporarily on hold until consultations can be held causing a slipped delivery variance of -£0.450m.
- There is forecast additional delivery of £0.350m mainly on the Lea Community Primary School expansion project, this has progressed well and is now in defects with £0.152m of advanced delivery forecast, and the Burnley City Learning Centre Remedial work project where the project is now in final stages and has additional delivery variance of £0.105m.

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.

Net underspends of -£0.086m are reported. However, these variances are against what was planned to be spent in year and the overall savings made on the programme in the year to date are -£0.967m, which has been returned for reallocation to future schemes.

Slipped delivery totalling -£4.280m is reported where work was not able to progress this year as planned. The 2020/21 new starts programme of work is subsequently reporting slipped delivery of -£1.752m on projects that are now rescheduled to the next financial year.

The majority of the slipped delivery variance reported refers to the Rhyddings High school rebuild project. Delays to the programme were previously reported due to revised building regulations necessitating additional works and more structural issues were uncovered in the Sports Hall. For these reasons further costing was required delaying the agreement of the AMP with the contractor. At present the project reports a forecast variance of -£1.816m. Works have commenced and a revised programme has now been issued, with a planned completion date of July 2021.

Smaller delivery delays totalling -£0.495m across a number of condition projects from prior year programmes are reported where additional funding is now likely required to proceed.

Additional delivery of £0.733m is reported across a number of projects, £0.467m 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 (DFC)

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 Department for Education in order for schools to spend on capital projects within expenditure guidelines. While it remains difficult to estimate likely outturn expenditure as projects are not commissioned centrally, the forecast position has been increased to estimate additional delivery of £0.714m.

No negative impact of Covid has been observed on the uptake of small schemes and spending has increased steadily during autumn. It is likely schools have been utilising DFC funding to implement Covid specific health and safety measures. The current forecast remains prudent but will be reviewed in the final quarter as historically schools commission work in the latter part of the year.

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 £1.436m, a variance of -£0.113m.

In February 2020 a proposal was approved by cabinet to develop a purpose built short break units for adults with disabilities and complex needs alongside the previously approved children's unit on the former North Cliffe special school site in Great Harwood. A budget of £2.895m was approved including a contribution of £0.300m from Hyndburn Borough council.

The demolition of the old school was successfully completed over the summer after some initial delays. An overall budget saving was achieved and has been transferred to the building project to fund the enabling works. A slipped delivery variance of -£0.014m refers to the final payment to the contractor which will now fall into the next financial year.

The construction of the children's and adult's units will be delivered together as a separate project. The AMP (agreed maximum price) was agreed with the contractor within the approved budget following value engineering and initial works began on site as planned on 26th October for a 70 week building programme. The outstanding planning consent previously reported has now been discharged thus significantly reducing the risk of delivery delays. Consequently, the previously reported slipped delivery variance is reduced to -£0.100m. A detailed programme of works has now been provided by the contractor allowing for a detailed forecast of estimated costs for the remainder of the financial year should work continue as expected.

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 £43.190m, a variance of -£0.711m.

The current forecast outturn is primarily due to slippage of -£3.305m, offset by additional delivery of £1.570m and a £1.000m projected overspend on Structural Defects.

The projected overspend on structural defects is due to an increase in the number of potholes being reported. If this trend continues and the current method to improve the size and the quality of repair also 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 £0.677m. This programme was developed when the lockdown was in force across the country but 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 this financial year.

More progress has been made completing some of the outstanding previous years drainage schemes combined with delivery of schemes which have recently been awarded funding from the additional grant has resulted in advance delivery of £0.131m.

The contract for vehicle replacement barriers has yet to be awarded and as a result it is likely that the majority of the works will slip into 2021/22, causing a forecast variance of -£0.544m.

Across the Street Lighting programme the forecast slippage of -£0.735m is mainly due to the possibility that some of the Salix replacement lanterns will now be installed in April/May 2021 rather than the current financial year. Although we are working to complete by the end of March 2021, COVID delays, supply issues with Heritage Lanterns and replacement of more subway fittings than originally anticipated could result in the extension of this programme of works into the next financial year.

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 -£0.043m. An ABC roads scheme in Lancaster has been delayed to allow for a nearby 2021/22 programmed scheme to be completed at the same time causing a slippage variance of -£0.226m.

It is unlikely that repairs at Walmsley Bridge Lane and West Bradford Bridge will be carried out this year due to legal and design delays resulting in slippage of -£0.344m and a change of priority to the traffic signal programme has caused slippage in the region of -£0.347m.

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 £12.982m, a variance of -£9.289m.

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 tenders are only now been assessed and there is remaining risk of not finding suitable contractors. The expectation is that the majority of the work will be done in summer 2021 causing slipped delivery of -£0.611m.

Road safety

Progress on a number of schemes have been reviewed, lowering the forecast to £0.431m 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 £0.028m 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 £0.768m 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 -£1.196m of this has slipped into 2021/22 with work forecast to finish June 2021. Differing Central Government priorities could now put such a large Capital project at risk.

East Lancs Strategic Cycleway

Work had been put on hold due to resources being directed elsewhere but 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 -£0.921m. With specialised surfacing approved for some projects, supply chain issues may create a risk to completion.

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 -£0.866m of the work will slip to 2021/22.

Keeping Traffic Moving

The refurbishment of Ormskirk bus station has seen delays and although it now passed to the design stage it is not anticipated that work will begin prior to 2021/22. It is forecast however that 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 this causes forecast slipped delivery of -£0.020m.

Cycling schemes

Larger projects at Golden Hill Way and Ribbleton Avenue Quiet Way bypass have been affected by Covid related delays and slipped delivery of -£0.460m is forecast. 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 therefore 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 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.

Heysham

A delivery budget of £1.670m was originally set to cover mopping up work and settling injurious affection disputes, this forecast has been revised to £1.000m due to the length of time tribunals are taking to agree.

Externally Funded Schemes

The Externally Funded schemes capital programme has a 2020/21 delivery plan of £9.875m. The delivery plan has 21 schemes that will be worked on this year. The current forecast outturn is £8.266m, a variance of -£1.609m.

The largest scheme within the delivery plan is UCLan Masterplan, which is £5.500m of the overall total. There has been year to date spend of £4.022m, with the remainder of the delivery plan figure expected to be spent by March 2021. The overall project is expected to be completed in September 2021.

There is a potential overspend variance of £0.087m. This is notably on the Skippool Road, Skippool (£0.075m) and Bispham Road, Thornton Cleveleys (£0.009m) schemes, both funded by Highways England. To cover the overspend on these

projects, approval is being sought to utilise funding from an additional Department for Transport grant, currently included within the highways capital programme.

There is forecast additional delivery of £0.016m from the S278 Bowland View, Great Eccleston scheme which has been handed back to the developer and LCC is no longer delivering as originally planned. It is being requested for this project to be amended to a Model 1 S278.

There is forecast slippage of -£1.395m across a number of schemes, most notably on the Whalley King Street zebra crossing and footways (-£0.118m) and Whalley town centre footway and bus stop improvement (-£0.107m) schemes where expenditure is now anticipated to be incurred in the first half of 2021/22. S278 Padiham THI is also expected to have slippage of -£0.935m due to a change in programme meaning the work will continue into May/June 2022. The traffic calming at Lightfoot Lane and Hoyles Lane scheme has expected slippage of -£0.090m as it is unlikely that consultation will be finalised in the current financial year and therefore it delays works going out to construction.

There is an underspend on the Heyhouses scheme of -£0.317m. The project has now moved to the Transport block.

There is a risk that delivery of the Eastway project will slip into 2021/22, however the scheme is in defects and the developer is due to be refunded in February.

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 £16.640m, a variance of -£0.348m.

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, a forecast underspend of -£0.010m.

For the Libraries ICT project it is now anticipated the entire remainder of this budget will be used in 2020/21 with actuals of £0.858m 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.

There is forecast slippage of -£0.125m on the Burnley adults short breaks unit project due to the completion of the project now expected to slip into 2021/22. 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 £18.450m. The delivery plan has 84 schemes that will be worked on this year. The current forecast outturn is £7.533m, a variance of -£10.917m.

Within the Central systems and ICT programme there is an underspend on the ISSIS replacement scheme of -£0.161m. The Oracle Cloud System project has forecast slippage of -£5.500m 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 combined slipped delivery of the programme stands at -£6.164m with a further -£0.191m of savings.

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 -£2.712m in slipped delivery across the other projects due to covid access issues and supply chain problems, brings the total forecasted slipped delivery to -£3.210m.

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 -£0.197m but operational delays across the programme have caused forecast slipped delivery of -£0.917m. 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, totalling £0.075m of additional delivery. 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.

Due to the rising value of projects within the Economic Development programme they have been moved out of the Corporate block and are being monitored separately.

Economic Development

The Economic Development capital programme has a 2020/21 delivery plan of £9.203m. The delivery plan has 13 schemes that will be worked on this year. The current forecast outturn is £9.181m, a variance of -£0.022m.

The Economic Development programme has a revised budget of £9.203m following the split from within the Corporate block.

There is a forecast variance of -£1.100m on the groundworks at Samlesbury project which is a prudent forecast based on year to date spend though work is progressing on site. If work picks up in the next couple of months then there is the possibility the delivery plan figure of £4.100m could be achieved.

The Eden North project, support from the business case preparation, has been added and £0.300m of additional delivery has been forecast which will cover the submission of the Business Case. The additional £0.200m for planning will now be utilised in 2021/22.

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 £3.000m, a variance of -£1.924m.

The most significant items being procured this year include 9 salt spreading vehicles, 3 mobile libraries, 15 travelcare 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, all of the travelcare minibuses, 16 combo vans and 6 Mercedes sprinter van conversions have been delivered at a cost of £1.866m. Due to the uncertainties around the impact of Brexit and the possibility of further lockdowns in the UK and Europe the forecast has been reduced to £3.000m, causing forecast slipped delivery of -£1.924m. However, if all orders that have been placed are fulfilled by the end of the financial year there is still a possibility of spend in the region of £4.200m.

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 £1.000m, a variance of -£2.936m.

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 £1.000m of grant funded elements of delivery scheduled for 2020/21 will be completed this financial year, causing a slipped delivery variance of -£2.936m.

Report to the Cabinet

Meeting to be held on Thursday, 14 January 2021

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

Electoral Division affected:
(All Divisions);

Procurement Report

(Appendix 'A' refers)

Contact for further information:

Rachel Tanner, Tel: (01772) 534904, Head of Service - Procurement,
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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 a procurement exercise for the provision of IT Hardware.

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 exercise as set out in Appendix 'A'.

Background and Advice

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

- The description of the service/goods
- The procurement route proposed
- The estimated contract value
- The proposed basis for the evaluation

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 exercise, the award of the contract shall be made under the county council's scheme of delegation to heads of service and in accordance with the council's procurement rules.

Consultations

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

Implications:

This item has the following implications, as indicated:

Financial

The estimated value of the contract includes provision for the county council requirements in addition to estimated spend for West Lancashire Borough Council and Lancashire Schools. The county council expenditure will be monitored against the council's budget for IT Hardware and any significant variances will be reported in line with other expenditure.

List of Background Papers

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

Procurement Title IT Hardware and small boxed Software (“IT Hardware”)
Procurement Option Direct Award via Kent Commercial Services (KCS) Framework for IT Hardware
New or Existing Provision Existing – Current contract is with BTLS and will continue past 1 st April 2021 as a contract between LCC and BT. This contract will be a dual source, running alongside the BT contract to provide the county council with an alternative supplier.
Estimated Contract Value Up to an estimated £6,000,000 per annum, with an estimated total value of £24,000,000.
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, in 12-month increments.
Lotting Not applicable. The contract will be delivered via a singular value-added reseller (neutral vendor), provider model. The provider will manage a supply chain of approximately 80 suppliers to fulfil the council's IT Hardware requirements.
Evaluation A formal tender evaluation is not required as the contract will be awarded through the KCS framework via a direct award. KCS allows for a simple and competitive route to procuring the required goods and is compliant with UK/EU procurement legislation, and therefore removes the need to run a full procurement process. All providers listed on the KCS framework have been assessed for their financial stability, track record, experience, and technical and professional ability. A benchmarking exercise has been conducted by the council, against all suppliers on the KCS framework in order to identify the best value supplier.

Contract Detail

IT Hardware is essential for the council and current partners, West Lancashire District Council and the Lancashire schools. It affects all departments of the council and is now a ubiquitous requirement for modern day organisations.

The supplier will provide a full and effective catalogue of IT Hardware products that will enable and assist in the delivery of the Digital Service Corporate Strategy over the life of the contract.

The catalogue will be controlled and authored by the council but will be provided in stages to the partners. This will provide a progressive, value for money and modern method of specifying and ordering IT Hardware.

The catalogue will include both non-technical “end user” (laptops, monitors) and technical products combined with regular “off the shelf” boxed software.

Report to the Cabinet

Meeting to be held on Thursday, 14 January 2021

Report of the Head of Service - Highways**Part I**Electoral Division affected:
(All Divisions);**Residents Parking Schemes Revised Criteria**

(Appendix 'A' refers)

Contact for further information:

Chris Nolan, Tel: 01772 531141, Highway Regulation - Highways and Transport

chris.nolan@lancashire.gov.uk**Executive Summary**

The council is receiving increasing numbers of requests for residents parking schemes within the county. The present criteria for the introduction of these schemes was adopted 11 years ago. Over the last several years, very few schemes have been introduced due to resource limitations. More recently, the county council removed the offer of Residents Permit Parking Schemes as part of the Highways Service Delivery Plan (2015). Prior to considering re-starting the introduction of residents parking schemes it is prudent to revise the criteria to allow new schemes to be promoted where the need is the greatest.

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 attached Residents Permit Parking Schemes Essential Criteria (Appendix 'A' refers) as the minimum standard that any scheme will need to meet prior to being considered for promotion.

Background and Advice

Residents Parking Schemes are introduced in areas where there is a problem with non-residents parking on residential streets and this situation is so acute that homeowners have problems parking their vehicle within a reasonable proximity to their properties. Such schemes limit parking to residents and their visitors by the use of a permit (either physical or digital).

The introduction of such schemes is both time intensive and expensive so for that reason the number of schemes that have been introduced by the county council since 2009 has been limited. Some district councils have provided invaluable support to the local highways traffic management teams in order to introduce some new schemes or revised existing schemes. The county council removed the offer of Residents Permit Parking Schemes as part of the Service Delivery Plan (2015). Since that time, such schemes were only progressed where the district council (or other third party) completed the costly and time consuming informal consultation.

The fact that so few new schemes have been introduced does not reflect the desire for this facility, requests have been regularly received for residents parking schemes from both local residents and through elected representatives but they have been refused or put on hold due to the lack of resources. The council is now considering making a limited resource available to allow a small number of schemes to be proposed each year. Before progressing with new schemes it is considered that the criteria governing residents parking needs to be revised and agreed in order to ensure that resources are used effectively.

As the resource that will be made available to introduce new residents parking schemes will be limited, the criteria that is proposed by this report should also be used to prioritise the schemes. The assessment of any scheme that has been requested will consider the severity of the problem along with estimates of the costs of implementing the scheme. With this information schemes will be evaluated based on the need for a scheme, practical considerations and the availability of funds to address the problem.

Consultations

Consultation of the proposed criteria for the introduction of residents parking schemes has been undertaken with the county council's traffic engineers for each area of Lancashire. Engineers were asked for their view with regard to the minimum requirements that any new scheme should have to meet prior to consideration, along with reasons why any request should be dismissed.

The outcome of these conversations has resulted in the proposed criteria attached at Appendix 'A' which will allow decisions regarding future schemes to be made in a fair and equitable manner.

Criteria

Available Off Street Parking

Any area to be considered as suitable for a residents parking scheme must have the majority of households in that area who will be wholly reliant on using the highway for parking. This is a provision that is presently widely accepted as a national standard and is presently the one used by the county council as the primary qualification for any new scheme.

This criteria will be defined as:

"Within the area to be included in the scheme, not more than 50% of the properties should have off street parking or the potential to form off street parking within the curtilage of the property."

Minimum Size

Due to the cost and time involved, it is proposed that any new scheme will be setup to serve a minimum of 20 residential properties, for this purpose defined as a residence being individually rated for the purpose of Council Tax. Houses in multiple occupation where the Council Tax is for the whole building will be entitled to the permit allocation for a single residence.

Schemes with fewer than 20 residential addresses are unlikely to meet the financial criteria for any new schemes as any payback period would be prolonged when set against the cost of the consultation, processing the Traffic Regulation Order and the installation of the necessary traffic signs.

Sufficient available parking

In many cases residents parking schemes are requested because there is insufficient parking in the area. A new Residents Parking Scheme will only be considered where there is one or more identified external factor which significantly impacts on the availability of on street parking in the relevant area. Such external factors could include substantial levels of on street parking by commuters in a residential area or the proximity to shops, hospitality, leisure facilities or hospitals.

Evidence of support for the scheme

Evidence will be required to indicate the extent to which the external factor(s) has a significant impact on parking.

It will also be necessary to evidence a strong desire from residents for a parking scheme (for which permits would need to be purchased by those eligible local residents).

Evidence will need to indicate that the majority of residents that will be eligible to buy a permit are supportive of the introduction of a scheme, prior to any formal consultation being considered. Such evidence might take the form of a petition, multiple applications for the same scheme or the result of investigations undertaken by an elected representative.

Scheme Progression

If schemes meet the minimum requirements as set out above they will be considered against the other successful schemes, taking into account the resources available, the practical implications of introduction and the assessed level of need for the scheme. A list of schemes that will be taken forward to formal consultation will be drawn up annually.

Implications:

This item has the following implications, as indicated:

Risk management

Failure to update and agree a set of criteria governing the introduction of Residents Permit Parking Schemes will result in the new resources available to promote the work not being used effectively. This new criteria will ensure that the schemes that are progressed are the ones that are most likely to succeed and in the area where the problems have the greatest impact on the local community. The criteria will also provide clear and unambiguous information to applicants as to why individual proposals are not to be considered for progression.

Financial

The scheme will be financed from surplus funds raised by the sale of residents parking permits from existing schemes. One of the factors for selecting new schemes to be considered will be the expected period of pay back for the work involved in introducing the scheme including the initial parking plates and road markings.

Legal

Residents Parking Schemes are introduced pursuant to sections 45 and 46 of the Road Traffic Regulation Act 1984 and are enforced in accordance with the civil enforcement of parking contraventions. Income and expenditure for designated parking places is accounted for in accordance with section 55 of the 1984 Act and the generation of income through permit sales to cover the implementation and administration costs of a parking scheme are a legitimate use of those funds.

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A

Residents Permit Parking Schemes Essential Criteria

1. No more than 50% of properties have available off street parking.
 - *"Within the area to be included in the scheme, not more than 50% of the properties should have off street parking or the potential to form off street parking within the curtilage of the property."*
 - *Public parking areas or shared parking areas that are not part of the adopted highway will be regarded as available off street parking if they are accessible to those residents, whether for free or at a cost.*
 - *Remote garage parking within a 200m distance of the residential property will also be regarded as off street parking.*

2. The scheme will serve more than 20 address points.
 - *"Schemes will not normally be considered for less than 20 address points as defined by the electoral register. Houses of multiple occupancy will be treated as one address point. Houses that have been divided to flats will be treated as individual address points for each flat only if they are recognised as the same for council tax purposes".*
 - *Any new scheme will define the address points when it is set up. Should additional address points be added after the scheme is completed, either by new builds or by dividing existing houses to flats these will not be automatically eligible for the scheme.*

3. Sufficient Parking is available for a scheme to be established.
 - *"A Residential Parking scheme will not be considered unless there is essentially sufficient parking available to make the scheme viable. A scheme usually will not involve the formation of parking spaces to provide for a residents permit parking scheme either by formation of additional parking bays or the removal of existing no waiting at any time restrictions".*

4. There is an identifiable cause of the parking difficulty.
 - *"A residents parking scheme will not be considered unless there is one or more identified external factors impacting on the available parking".*
 - *External factors that could be considered include, but are not limited to, the proximity of the residential streets to hospitals, railway stations, town/city centres, sports facilities and/or leisure facilities.*
 - *Other factors will be considered only if evidence can be provided.*

5. The Impact of the problem fills more than 50% of the available parking.
 - *"The factor impacting on the residential area removes over half of the normally available parking space for a significant period of the day when residents are wishing to park".*

6. The scheme is supported by the County Councillors, District Councils and Traffic Engineers.
 - *"It is preferable that the scheme is supported by the elected representatives for the area along with the Traffic Engineers managing the area".*
 - *Elected representatives include the council's Cabinet Member for Highways and Transport, the Lead Member for Highways and Transport, County Councillors, District Councillors or Parish Councillors.*
 - *NB Local pressure groups will not normally be accepted in this group but will be considered under Item 7.*

7. The Scheme will have the support of more than 50% of the eligible properties.
 - *"Evidence is provided that there is a likelihood that more than half of the address points to be included in the proposed scheme support the promotion of a residents parking scheme".*
 - *The households need to be aware that the scheme does not guarantee a parking space and that there will be a fee payable, per permit, should the scheme be introduced.*

8. Funds will be available to support the introduction of the scheme.
 - *"Funds are available to progress the scheme within the budget made available by the council".*
 - *If a scheme is to be privately funded then this should be in totality. The use of partial external funding will not afford prioritisation over an alternative scheme that has been assessed to be of greater need.*

9. Schemes are prioritised, by need and according to funds available.
 - *"All schemes will be assessed against the same criteria resulting that the schemes that indicate the most need are considered for progression first, subject to cost and practicality constraints".*
 - *The assessment will be reviewed on an annual basis. Age of request will have no bearing on the outcome.*
 - *Schemes could be reassessed if evidence is provided that the factor that impacting on the parking problems has significantly changed.*

Report to the Cabinet

Meeting to be held on Thursday, 14 January 2021

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

Electoral Division affected:
(All Divisions);

Skid Resistance Code of Practice

(Appendix 'A' refers)

Contact for further information:

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

The maintenance of adequate levels of skidding resistance across Lancashire's highways is an important aspect of highway maintenance and one that contributes significantly to the safety of the highway network for all road users.

This report seeks approval to revise the Skid Resistance Code of Practice which sets out the county council's approach to monitoring skid resistance, interpreting data, investigating accident sites and developing an annual programme of remedial and/or resurfacing works across Lancashire's A, B & C road network.

Recommendation

Cabinet is asked to:

- (i) Approve that the Skid Resistance Code of Practice for A, B and C class Roads be revised as described in this report and as set out at Appendix 'A'.
- (ii) Authorise the Director of Strategy & Performance to approve and publish the Skid Resistance Code of Practice, in consultation with the Deputy Leader of the County Council and Cabinet Member for Highways and Transport.

Background and Advice

Lancashire County Council is responsible for approximately 7,500km of highway and is committed to managing the skid resistance levels of road surfaces across this network to achieve acceptable road user safety in a cost-effective manner.

Skid resistance is a measure of the frictional properties between the tyre of a moving vehicle and the road surface which directly affect the ability of a driver to slow/stop

the vehicle. The maintenance of adequate levels of skidding resistance across the highway running surface is an important aspect of highway maintenance and one that contributes significantly to network safety.

The Skid Resistance Code of Practice sets out the council's approach to managing skid resistance levels of road surfaces across our A, B and C class highway network and provides detailed guidance for the processes by which the strategy will be applied.

Our aims in managing skid resistance on their highway network are:

- To enable the public to travel safely using the highway network.
- To contribute to a reduction in the number of people killed or seriously injured on the highway network.
- To ensure the council fulfils its duty to maintain under the Highways Act 1980.

The Highways England Skid Resistance Standard CS 228 and the Code of Practice for Highway Maintenance Management 'Well-Maintained Highways' requires each local authority to evaluate the advice, and produce a policy for the management of Skid Resistance on their respective highway network.

The Skid Resistance Code of Practice sets out the county council's approach to monitoring skid resistance, interpreting data, investigating accident sites and developing an annual programme of remedial and/or resurfacing works across Lancashire's highways.

Proposed revision to the Skid Resistance Code of Practice

The proposed approach adapts the Highway England's Skidding Resistance document CS 228 and applies this across the A, B and C road network in Lancashire. Skid resistance surveys will not be routinely undertaken on parts of the network other than the A, B and C network unless there is a justified reason for doing so.

Investigatory Levels represent a pre-defined skid resistance limit below which investigation may be required: above this limit, skid resistance is considered to be satisfactory; at or below this limit skid resistance may require further investigation.

The current Skid Resistance Code of Practice sets default investigatory levels across the network, with further site investigation required where sites were deemed deficient when assessed against a set criteria (outlined in Appendix 'A'). The proposed revision to the Code of Practice (outlined in Appendix 'A') proposes to move to a risk-based approach that will involve a desktop based risk assessment to prioritise sites for further investigation. The method of risk assessment is in accordance with superseded Highways England standard HD28/15.

Skid Resistance will be measured annually over the entire A, B and C network and any other specific sites appended to the standard survey network. Surveys will be carried out using a vehicle mounted device (SCRIM), which measures the skid resistance of the carriageway.

All sites where the measured skid resistance is at or below the corresponding Investigatory Levels will undergo the initial site risk assessment process in the Code of Practice and outlined in Appendix 'A'. The objective of the initial site risk assessment will be to enable prioritisation of sites for detailed on site investigations, not to provide a risk assessment of the selected sites risk of a skidding incident. When assessed against Highways England Skid Resistance Standard CS228 (Appendix 'A' refers) there may be instances where a more appropriate investigatory level should be used to better reflect site specific factors.

Appendix 'A' to this report provides a comparison of the current and proposed Skid Resistance Code of Practice approaches.

As a result of the investigation, remedial actions to address skid resistance risk may be recommended. Further work, outside this Code of Practice will then be done to identify appropriate surfacing materials.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

Although the formal management of highway skidding resistance is not a legal requirement, it is considered good practice and is a requirement of the Well-Managed Highway Infrastructure: A Code of Practice.

The Skid Resistance Code of Practice provides the framework, processes and guidance for the management of skid resistance, with the aim of ensuring that the frictional properties of road surfaces are appropriate for their expected use and safety risk and within the reasonable expectations outlined in the Highway Act 1980. Without this code of practice there will be no mechanism to assess the level of skid risk and prioritise the prevention and mitigation of any risk. This Code of Practice also allows deviation from Highways England Skid Resistance Standard CS 228 to better take account of local road characteristics while ensuring the council's duty is fulfilled.

It also supports defence of claims against the authority. Publishing a risk based approach will allow better management of the number of sites that will require investigation, reducing the overall demand on the service, whilst remaining a robust and defensible approach.

Financial

The surveying processes will be revenue activity with resulting interventions required being programmed into future capital programmes as appropriate.

Legal

The highway authority has a legal duty to maintain highways maintainable at public expense to a standard fit for the ordinary traffic using them, and this includes maintenance of surface. Where appropriate there may be improvements rather than purely maintenance.

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A

Comparison of the current and proposed Skid Resistance Code of Practice

Existing method for identifying sites for further investigation	Proposed method for identifying sites for further investigation
The measured skid resistance over the assessment length \leq the Investigatory Level & ≥ 2 wet road collisions in the preceding 3 years and the proportion of wet road crashes is greater than 30% of all road crashes.	Sites where the measured skid resistance is below the Investigatory Level will be subject to an initial site risk assessment to enable prioritisation of sites for detailed investigations. This uses a site risk-based site scoring system, as shown below in table 2, and prioritises further investigation based on the risk score, where: <ul style="list-style-type: none"> • Low Risk ≤ 3 – No further investigation required • Mid Risk 3-13 – Investigate on a risk prioritised basis, as resources allow, as soon as is reasonably practical following initial risk assessment • High Risk ≥ 12 – High-priority site investigation, to be carried out as soon as possible following initial risk assessment
Or	
The measured skid resistance over the assessment length is >0.10 below the Investigatory Level and 1 wet road injury crash has occurred at the location in the preceding 3 years.	
Or	
The measured skid resistance over the assessment length is >0.20 below the Investigatory Level over the assessment length or over any continuous portion, 50 metres or more in length, within the assessment length, regardless of the past crash record.	

Table 1: Comparison of methods for identifying sites for further investigation

Number of collisions	0	1	2	3+	
Score	0	4	8	12	
Likely impact of a collision	Slight	Slight/serious	Serious	Serious/fatal	
Score	1	2	3	4	
Skid resistance Difference (SD)	>0	≤ 0 and >-0.05	≤ -0.05 and >-0.10	≤ -0.10 and >-0.15	≤ -0.15
Score	0	1	3	6	12
Site has $SD \leq 0$ and poor texture at some point	No	Yes			
Score	0	1			

Table 2: Risk-based site scoring system (based on HD28/15)

Report to the Cabinet

Meeting to be held on Thursday, 14 January 2021

Report of the Acting Head of Service - Schools Finance**Part I**

Electoral Division affected:
(All Divisions);

Schools Budget 2021/22

(Appendices 'A' and 'B' refer)

(Appendix 'B' will be circulated after the Schools Forum meeting on 12 January 2021)

Contact for further information:

Paul Bonser, Tel: (01772) 531815, School Statutory & Forum Officer,

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Executive Summary

In accordance with the Government's school funding Regulations and Guidance, the Authority is required to submit a final Schools Block budget pro-forma for 2021/22 to the Education and Skills Funding Agency by 21 January 2021. This report seeks the approval of Cabinet to submit the Schools Block budget pro-forma and requests approval for the Early Years, High Needs and Central Schools Services Block budgets for 2021/22.

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) Note the report, including the 2021/22 Dedicated Schools Grant allocations, the final budget proposals for each funding block and any comments made by the Lancashire Schools Forum.
- (ii) Authorise the Acting Head of Service – Schools Finance to submit the final Schools Block budget pro-forma for 2021/22 to the Education and Skills Funding Agency by 21 January 2021, on the basis set out in this report.
- (iii) Approve the 2021/22 budgets for the Early Years, High Needs and Central Schools Services Blocks.

(iv) Agree that the Dedicated Schools Grant Reserve underwrite the uncertainties around the 2020/21 Schools Budget.

This decision should be implemented immediately for the purposes of Standing Order C28(3) as any delay could adversely affect the execution of the county council's responsibilities. The reason for this is to ensure that the necessary pro-forma can be submitted to the Education and Skills Funding Agency by the required deadline of 21 January 2021.

Background and Advice

The Dedicated Schools Grant is a ring-fenced specific grant and it must be used in support of the Schools Budget as defined in the Dedicated Schools Grant Conditions of Grant and the School and Early Years Finance (England) Regulations. The Dedicated Schools Grant is allocated to every Local Authority in four funding blocks, each calculated using national funding formulae. The four blocks are:

- Schools Block;
- High Needs Block;
- Early Years Block;
- Central School Services Block.

On 20 July 2020, announcements from the Prime Minister and the Education Secretary confirmed increases in school funding allocations for 2021/22, which are part of the 3 year settlement first publicised for 2020/21, and that provide more than £14bn extra funding over the three year period.

Nationally, school funding allocations will increase by £2.2bn in 2021/22, compared to 2020/21. The 2021/22 allocations are £4.8bn higher compared to 2 years ago when the 2019/20 baseline was established.

These increases relate to the Schools Block and High Needs Block allocations.

Information about the Early Years Block was provided in the Chancellor's autumn spending review statement on 25 November 2020, and indicated that an additional £44m would be made available nationally for early years education in 2021/22.

Further information on each of the funding blocks is provided below and details of the final 2021/22 Dedicated Schools Grant allocations, notified in December 2020, and the proposed Schools Budget expenditure are contained in Appendix 'A'.

Schools Block

The Schools Block funds mainstream primary and secondary schools and academies.

The Schools Block funding framework for 2021/22 will continue to operate under the 'soft' National Funding Formula arrangements first introduced in 2018/19. This is where the allocations for each local authority are calculated on the aggregated

individual school National Funding Formula amounts calculated by the Government, but the local authority's local formula still applies in making actual allocations to schools.

Following a previous consultation with schools and academies in the County, and discussions with the Schools Forum, the Cabinet ratified the use of the National Funding Formula as the Lancashire formula methodology from April 2018. This will continue to apply in 2021/22.

Department for Education announcements indicate that funding through the National Funding Formula is increasing by 4% overall in 2021/22 compared to 2020/21. The main features in 2021/22 are:

- The National Funding Formula funding factors will remain unchanged for 2021/22;
- Every mainstream school will be allocated at least 2% more pupil-led funding per pupil compared to its 2020/21 National Funding Formula baseline;
- Additional funding for small and remote schools will increase in 2021/22, with primary schools attracting up to £45,000 through the sparsity factor, and secondary schools up to £70,000;
- Funding from the teachers' pay grant and the teachers' pension employer contribution grant, including the supplementary fund, has been added to schools' National Funding Formula allocations from 2021/22;
- The minimum pupil funding levels have been increased for 2021/22 to take account of the extra funding available and the inclusion of the teachers pay and pensions grants into the National Funding Formula. The minimum pupil funding ensures that schools receive a minimum level of funding calculated by dividing all the pupil led factors plus the lump sum allocation by the number of pupils on roll. The revised minimum pupil funding levels in 2021/22 are:
 - £4,180 per pupil for primary schools;
 - £5,415 per pupil for secondary schools;
- The 2019 update to the Income Deprivation Affecting Children Index has been incorporated so that deprivation funding allocated through the formulae is based on the latest data, but the banding structure has been amended to minimise turbulence at school level;
- Premises funding will continue to be allocated at local authority level on the basis of actual spend in the 2020/21, with the Private Finance Initiative factor increasing in line with the Retail Price Index (excluding mortgage interest payments) measure of inflation and is set at 1.56%.

Minimum Funding Guarantee

Local authorities will continue to set a Minimum Funding Guarantee in local formulae, which in 2021/22 must be between +0.5% and +2.0%.

The level to be applied in Lancashire is the subject of a consultation with schools and the Schools Forum. The Forum letter to the Cabinet on finalising the Schools Budget for 2021/22 will include a final recommendation on the level of Minimum Funding Guarantee to be applied from April 2021.

Schools Block Transfer

Local authorities will continue to be able to transfer up to 0.5% of their Schools Block to other blocks of the Dedicated Schools Grant, with schools forum approval.

Forecasting undertaken by officers on receipt of the provisional Dedicated Schools Grant allocations for 2021/22 and the initial pupil data from the October 2020 school census, suggested that the implementation of the National School Funding Formula methodology in full in Lancashire may provide circa £2m of headroom in 2021/22. The majority of this headroom is generated from Lancashire's growth fund allocation, which is calculated outside the National Funding Formula methodology.

In recent years, when headroom has been available this has been transferred to support demand and cost led pressures in other funding blocks. Forecasts suggest that the financial pressures remain most significant on the Early Years Block in 2021/22.

A consultation with the schools seeking views on a possible transfer of headroom only, from the Schools Block to be used in the Early Years Block has therefore been issued.

The Schools Forum's letter to the Cabinet on finalising the Schools Budget for 2021/22 will include a final recommendation on the possible transfer of headroom from Schools Block to be used in the Early Years Block.

High Needs Block

The High Needs Block funds:

- Special Schools budgets;
- Alternative Provision budgets (mainly Pupil Referral Units);
- Special Education Resource Provision Units in mainstream schools;
- Individually Assigned Resources for High Needs pupils across all educational establishments; and
- Certain Special Education Needs Central Schools Services.

The allocation to Lancashire is calculated using a national High Needs Block formula, but the Local Authority's local funding formulae still apply to distribute High Needs funding to Lancashire providers. The national formula is largely unchanged for 2021/22.

The national increase in high needs funding, from 2020/21 to 2021/22, will amount to £730m, which equates to circa 10%.

The high needs national funding formula will ensure that every local authority receives an increase of at least 8% per head of population, with some authorities receiving up to 12% more than this year.

The additional funding is distributed through the formula, which includes:

- **The funding floor** – this ensures that all local authorities’ allocations per head of population will increase by a minimum percentage compared to the baseline. For 2021/22, the Department for Education is continuing to keep the funding floor at 8.0%.
- **The limit on gains** – the limit on gains will be 12.0% per head of population compared to the baseline, so that authorities due to gain under the formula see an increase of up to 12.0% before their gains are capped.

The remainder of the additional funding will be distributed through an increase to the proxy factors in the formula, keeping their relative weightings the same as previously. The historic spend factor will remain at the same cash value as in 2020/21.

For 2021/22, the Department for Education has also incorporated the teachers’ pay grant and the teachers’ pension employer contribution grant amounts within the formula by increasing the basic entitlement factor value to £4,660 for special schools, and through an additional factor in the formula that will enable local authorities to receive funding equivalent to the teachers’ pay and pension grant they will receive in 2020/21 for Alternative Provision settings, and to the teachers’ pension supplementary fund they will receive.

Early Years Block

Early Years Block funding is utilised for:

- Funding for the universal 15 hours entitlement for three and four year olds;
- Funding for the additional 15 hours entitlement for three and four year old children of eligible working parents;
- Funding for the 15 hours entitlement for disadvantaged two year olds;
- Funding for the Early Years Pupil Premium;
- Funding for the Disability Access Fund; and
- Supplementary funding for Maintained Nursery Schools.

The Government introduced an Early Years National Funding Formula from April 2017. This arrangement introduced a formulaic mechanism for distributing early years funding from national Government to each local authority, and set a framework that must be used to distribute funding to all types of early education provider, including nursery schools; nursery classes in maintained primary schools; Private, Voluntary and Independent providers and Childminders. The Early Years National Funding Formula introduced a requirement to have a Universal Base Rate for all providers and set out the type and level of supplements that are available.

Government announcements indicate that an additional £44m has been made available nationally for early years education in 2021/22. This level of increase is below that made available for the Schools Block and High Needs Blocks.

Central School Services Block

This Block is to fund central functions that local authorities carry out on behalf of pupils in state-funded maintained schools and academies in England. The Central

School Services Block was first introduced in 2018/19, and effectively replaced the previous Education Services Grant allocations, but the levels of funding have reduced considerably over recent years.

The Central School Services Block allocation for local authorities is split into funding for historic commitments and funding for ongoing responsibilities.

The ongoing responsibilities element of funding is calculated by the Department for Education on a formulaic methodology based on pupil numbers and deprivation, plus an area cost adjustment. The historic commitments element of the Block funds certain ongoing obligations funded from the Dedicated Schools Grant.

For 2021/22, the Department for Education funding announcements indicate that the ongoing responsibilities funding will increase by 4% compared to 2020/21, but in line with previous announcements, funding for historic commitments will decrease by 20%. The Department for Education have indicated that they will continue to unwind the historic commitments funding to zero in future years.

Final Dedicated Schools Grant Allocation 2021/22

Details of Lancashire's final Dedicated Schools Grant allocations for 2021/22 for each funding block, and the expenditure proposals for each block are provided at Appendix 'A'.

Consultations

Discussions have been held with the Schools Forum throughout the budget setting process and any decisions and recommendations arising from the Forum's budget meeting on 12 January 2021 will be provided to Cabinet on 14 January 2021 as Appendix 'B'.

Detailed consultations have been held with Lancashire schools and academies in connection with a Schools Block funding transfer for 2021/22, and about some other aspects of the Schools Block funding arrangements from April 2021.

The Schools Forum letter to the Cabinet will include any recommendations relating to setting the 2021/22 Schools Budget that arise from the school and early years consultations.

Implications:

This item has the following implications, as indicated:

Risk management

There are no significant risks identified in this report.

Financial

There are no financial implications for the county council's budget arising from this report.

The report forecasts a balanced Dedicated Schools Grant funding position in 2021/22, which will be underwritten by the Dedicated Schools Grant reserves.

It should also be noted that the Department for Education have tightened the ring-fencing around the Dedicated Schools Grant for 2020/21 onwards to ensure that local authorities do not make provisions in their general reserves to cover possible Dedicated Schools Grant deficits and any deficits would be carried forward into future years and then repaid overtime. A number of other local authorities are already working with the Department for Education to agree recovery plans to repay deficits.

To date, Lancashire has always contained any school funding pressures within the Dedicated Schools Grant. The Dedicated Schools Grant reserve at 31 March 2020 was £11.151m.

List of Background Papers

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

Report to Cabinet 14 January 2021

Final Dedicated Schools Grant allocations for 2021/22 were published by the Department for Education on 17 December 2020.

Lancashire's Gross 2021/22 Dedicated Schools Grant allocation is £1,090.214m.

The equivalent Gross Dedicated Schools Grant income figure for 2020/21 was £1,003.852m. The 2021/22 figure is over £86m higher than the previous year.

This increase in funding is due to:

- Lancashire's share of the increased £2.2b funding nationally made available by Government, including £730m for the High Needs Block;
- Lancashire's share of the increased £44m nationally for the Early Years Block;
- Incorporation of funding for the teachers pay and pensions grants in the Schools, High Needs and Central Schools Services Blocks that were previously paid as separate grants;
- An increase in the overall numbers of pupils in Lancashire compared to 2020/21.

Whilst there is additional funding in the education system, some schools and providers are only receiving inflationary level increases in funding compared to 2020/21, especially when unpredictable covid-19 related costs are factored in, and many may continue to face financial challenges.

The sections below provide further details of the Lancashire Dedicated Schools Grant (DSG) allocations and present the estimated Schools Budget for 2021/22.

DEDICATED SCHOOLS GRANT (DSG) ALLOCATIONS 2021/22

The Department for Education sub-divide the Dedicated Schools Grant allocations into 4 funding blocks: the Schools Block, High Needs Block, Early Years Block and the Central Schools Services Block (CSSB). These Blocks are all calculated on a formulaic basis.

Information on the allocations for each of the funding blocks is provided below:

Schools Block allocation (£849.944m)

The Schools Block allocations for 2021/22 are derived on the basis of illustrative individual Schools National Funding Formula (SNFF) allocations calculated by the Government. These calculations translate into primary and secondary units of funding for 2021/22. These units of funding are multiplied by the number of primary and secondary pupils from the October 2020 census. A Local Authority level allocation for premises factors and growth funding are added to provide a final Schools Block allocation.

For 2021/22, the allocation also includes an amount relating to funding for the teachers pay and pensions grants that were previously paid as separate grants.

This provides a total Lancashire Schools Block allocation for 2021/22 of £849.944m.

The 2021/22 Schools Block allocation is over £68m higher than the equivalent figure in 2020/21. The increased allocation is in part due to Lancashire's share of the additional funding made available nationally by the Government and the inclusion of funding from the teachers' pay grant and the teachers' pension employer contribution grant in the schools' National Funding Formula allocations from 2021/22.

In addition, there are 841 more pupils across Lancashire primary and secondary schools, which generates additional Schools Block income, but will also produce extra costs in the budget.

High Needs Block allocation (£151.033m)

The 2021/22 High Needs Block allocation is calculated under the Government's national High Needs funding formula. Key features of the formula include:

- A historic spending allocation to assist with transition to the national high needs formula;
- A flat rate of £4,660 per annum for each pupil in special schools or student in special post-16 institutions, ensuring local authorities receive a broadly equivalent basic level of funding for pupils with high needs in both mainstream schools and outside the mainstream sector. For 2021/22, this factor has been increased by £660 per pupil relating to funding for the teachers pay and pensions grants that were previously paid as separate grants;
- A number of proxy measures including the following factors:
 - 2-18 population;
 - deprivation;
 - low attainment;
 - health and disability.
- An import/export adjustment for high needs pupils;
- An allocation for Hospital education and some additional Alternative Provision teachers pay/pension costs.

The formula provides a 2021/22 High Needs Block allocation for Lancashire of £151,032,906.

This figure is over £15m higher than the equivalent 2020/21 allocation, and is largely due to increased funding for the High Needs Block made available by the Government and the uplift for the teachers' pay grant and the teachers' pension employer contribution grant which now form part of the national High Needs Block funding formula.

It should be noted that the High Needs Block allocation is a provisional allocation and the gross total includes allocations attributable to funded places that will be deducted and made directly by the ESFA. These are estimated by ESFA to total circa £8.402m.

Early Years Block allocation (£82.472m)

Allocations for the Early Years Block include:

- funding for the universal 15 hours entitlement for three and four year olds;

- funding for the additional 15 hours entitlement for three and four year old children of eligible working parents;
- funding for the 15 hours entitlement for disadvantaged two year olds;
- funding for the Early Years Pupil Premium (EYPP);
- funding for the Disability Access Fund (DAF);
- supplementary funding for Maintained Nursery Schools (MNS).

The allocations are calculated on a formulaic basis and include Lancashire's share of an additional £44m nationally for early years education in 2021/22.

This additional funding translates into an additional 6p per hour for three and four year olds from April 2021, and 8p per hour for two year olds.

Other factors in the formula remain unchanged from 2020/21:

- Early Years Pupil Premium (EYPP) – 53p per eligible child per hour;
- Disability Access Fund (DAF) - £615 per eligible child per year.

The continuation of supplementary funding for Maintained Nursery Schools (MNS) was also confirmed for 2021/22. Government announcements did include information to indicate that the supplementary funding for Maintained Nursery Schools (MNS) allocations for September 2021 to March 2022 are conditional and they may be subject to change. Local authorities were advised to therefore treat them as unconfirmed. The announcements reiterated the Government's commitment to the long-term funding of maintained nursery schools and indicated more information would be provided about this in early 2021.

These factors provide a total Early Years Block allocation for Lancashire for 2021/22 of £82,471,546.

Lancashire's Early Years funding is circa £2m higher than the equivalent 2020/21 allocation, due to the increased hourly funding rates for two, three and four year olds.

It should be noted that the 2021/22 early years block allocations are initial, and based on Schools, Early Years and Alternative Provision censuses data from January 2020. These allocations will be updated based on January 2021 and January 2022 census data.

Central Schools Services Block (CSSB) (£6.766m)

The Central Schools Services Block (CSSB) is to fund central functions that Local Authority's carry out on behalf of pupils in state-funded maintained schools and academies in England.

The Central Schools Services Block (CSSB) is split into funding for historic commitments and funding for ongoing responsibilities. The ongoing responsibilities element is based on a formula, with unit values being increased by 4% for 2021/22. The uplift includes an element of additional funding for the teachers pay and pensions relating to centrally employed teachers.

The Historic Commitments element of the allocation has been reduced by 20% compared to 2020/21, as the Department for Education indicate that they will continue to 'unwind' historic commitments over time.

The total Lancashire's Central Schools Services Block allocation for 2021/22 is £6,765,814. This is over £0.3m higher than 2021/22, mainly relating to higher funding rate, the uplift for teachers pay and pensions and higher pupil numbers.

In Year Adjustments

The DSG allocation notified is prior to in year adjustments for:

- Academies recoupment from the schools block;
- Deductions for high needs places in academies and non-maintained special schools;
- Post 16 places;
- Deduction for national copyright licences;
- Updates to the funding for three and four year olds;
- Updates to the funding two year olds;
- Updates to the early years supplementary funding for maintained nursery school;
- Updates to the early years pupil premium;
- Updates to early years Disability Access Fund.

Forecast total DSG income for 2021/22

The Lancashire DSG allocations for 2021/22 across the 4 funding blocks are shown below:

<u>Forecast DSG Income</u>	£m's
Schools Block	849.944
High Needs Block	151.033
Early Years Block	82.472
Central Schools Services Block	6.766
Gross Total forecast DSG Income	1,090.214
Total deductions for direct high needs payments made by the ESFA	-8.402
Net Total forecast DSG Income	1,081.812

SCHOOLS BUDGET 2021/22

The latest Individual School Budgets (ISB) across all phases has been constructed using the final datasets made available from the Department for Education and our latest local Early Years and High Needs data.

This Schools Budget estimate has been calculated following the outcome of consultations with schools and early years providers and discussions with the Schools Forum.

Budget Summary

The table below summarises the budgets to be allocated from each of the DSG funding blocks

Forecast DSG Expenditure	£m's
Schools Block	847.944
High Needs Block	151.033
Early Years Block	84.472
Central Schools Services Block	6.766
Total deductions for direct high needs payments made by the ESFA	-8.402
Total forecast DSG Expenditure	1,081.812

Further details about each block are provided below.

Schools Block (£847.944m)

Following a consultation with schools and the Schools Forum as part of the 2018/19 Schools Budget setting cycle, it was agreed to use the Government's National Funding Formula (NFF) methodology as the local Lancashire funding model.

The National Funding Formula methodology will continue to apply in 2021/22 for calculating allocations to Lancashire schools, and will incorporate the changes to the formula introduced nationally that are set out in the main report. This provides for a guaranteed 2% per pupil increase for all schools and academies in 2021/22.

As supported by responses from schools in a consultation held in the autumn term 2020, the Minimum Funding Guarantee (MFG) has been included in the formula at +2% and there is no cap on funding gains.

A 2021/22 growth fund requirement, which is used to support Local Authority initiated school expansions, of circa £2m has been included for 2021/22.

The calculation reveals a 2021/22 Schools Block expenditure requirement of £847.944.

The recent school consultation also provided support for the transfer of any Schools Block headroom that may be available to help support pressures in the Early Years block.

£2m represents 0.26% of the Schools Block, prior to the inclusion of the teachers pay and pensions grant uplifts, so is below 0.5% level requiring transfers to be approved by the Secretary of State and a decision can therefore be approved by the Forum;

Responses will be presented to Forum as one of their decisions on 12 January 2021

The headroom figure is generated from Lancashire's 2021/22 Growth Fund allocation from Government, less our local estimate of the growth requirement from April 2021.

High Needs Block

The High Needs Block expenditure for 2021/22 is estimated in the table below:

	Place funding £m	Top-up funding £m
Delegated to Schools	32.234	71.755
FE Colleges		7.000
HNB costs on a commissioned basis		31.305
Total deductions for direct high needs payments made by the Education and Skills Funding Agency		8.402
Additional High Needs places to be paid direct by Education and Skills Funding Agency		0.337
Total	32.234	118.799

The total forecast High Needs Block expenditure in 2021/22 is some £151.033m.

This forecast expenditure includes an estimate of the considerable cost and demand led pressures facing the block in 2021/22.

Proposals also build in a 2% increase to the level for the school specific factor rates in special schools and pupil referral units and to the Weighted Pupil Number (WPN) values supporting all high needs pupils. These proposals provide a similar level of increase to that in the Schools Block national funding formula, which guarantees 2% more pupil-led funding per pupil than in 2020/21.

The circa £8.4m of deductions in the Dedicated Schools Grant notifications have been budgeted here, as this relates to direct high needs payments made by the Education and Skills Funding Agency.

An extra £0.337m worth of deductions has also been included, for additional high needs places that have now been commissioned by the county council at establishments that are directly paid by the Education and Skills Funding Agency.

Despite considerable pressure on the high need block funding envelope, a balanced budget position has been forecast for 2021/22 and the county council will continue to work on initiatives that ensure that the best use is being made of the High Needs

resources available and to minimise as far as possible the future years forecasted overspends.

Early Years Block

The Early Years Block expenditure for 2021/22 is estimated in the table below:

	2 year olds £m	3&4 year olds £m
Early Years Block 3/4 year olds		73.177
Early Years Block 2 year olds	9.729	
Early Years Pupil Premium (EYPP)		0.752
Early Years Disability Access Fund (DAF)		0.314
SEN Inclusion Fund		0.500
Total	9.729	74.743

The total forecast Early Years Block expenditure in 2021/22 is some £84.472m.

Government announcements on 17 December 2020 indicated that the additional early years funding for 2021/22 translated into an extra 6p per hour for three and four year olds from April 2021, and 8p per hour for two year olds. These increased values have been included in the budget forecasts for 2021/22

Other factors in the national early years formula remain unchanged from 2020/21 and have also been included in budget forecast:

- Early Years Pupil Premium (EYPP) – 53p per eligible child per hour;
- Disability Access Fund (DAF) - £615 per eligible child per year.

Maintained Nursery School Supplementary Funding continues to be provided in 2021/22 and is included in the budget figures for 3&4 year olds above. However, the government announcements emphasise that the maintained nursery school supplementary funding allocations for September 2021 to March 2022 are 'conditional' and may be subject to change. Local authorities are advised to treat them as unconfirmed. The DfE say more information about this will be provided in early 2021 but the government's commitment to the long-term funding of maintained nursery schools is unchanged.

The budget forecasts also build in a £2m transfer of headroom from the Schools Block to the Early Years block, which will need to be confirmed by the Schools Forum, as part of their budget decisions on 12 January 2021. This funding transfer allows a local increase of 8p per hour for the 3&4 year old base rates and a higher level of SEN Inclusion Fund, first supported by a Schools Block transfer in 2020/21, to continue into 2021/22.

It must be emphasised that the transfer of funding from Schools Block headroom cannot be guaranteed for future years.

Central Schools Services Block (CSSB)

The estimated Central Schools Services Block expenditure in 2021/22 is £6.766m.

The budget takes account of the Department for Education's decision to reduce the Historic Commitments element of the budget by 20% from April 2021, as part of their intention to cease all 'historic' funding over time.

In consultation with the Schools Forum, Lancashire has already significantly reduced the historic commitments expenditure, and further reductions are included in the forecast expenditure for 2021/22. However, in order to protect some combined budget contributions that help support valued services to schools, the historic commitments element is forecast to be overspend in 2021/22, being partially supported from the ongoing responsibilities element, in order to produce a balanced position for the Central Schools Services Block overall.

Careful consideration will be needed around the Central Schools Services Block in future years, as DfE implement further reductions in the Historic Commitments budget.

Calculation of the final 2021/22 funding position

	£m's
Total forecast DSG Income 2021/22	1,081.812
Total Forecast DSG Allocations 2021/22	1,081.812

These Schools Budget proposal forecast a balanced budget position for 2021/22.

Recommendations from the Schools Forum meeting to be held on 12 January 2021 will be provided for the Cabinet as Appendix 'B'.



Lancashire Schools Forum

CC Geoff Driver, CBE, Leader, Lancashire County Council and CC Phillippa Williamson, Cabinet Member for Children Young People and Schools

Tel. 01772 795749
Email head@stfch.lancs.sch.uk
Date 12 January 2021

Dear Geoff and Phillippa,

Schools Budget 2021/22

As you will be aware, at a meeting on 12 January 2021, the Schools Forum was presented with information about the latest proposals for setting the Schools Budget from April 2021.

Following consideration of the proposals, the Forum agreed a number of recommendations for your consideration in finalising the Schools Budget for 2021/22. Where applicable these recommendations follow the outcomes of consultations with schools and early years providers.

The Forum:

Supported the Schools Block proposals, as follows:

- The DfE's National Funding Formula (NFF) methodology should continue to be used as the Lancashire formula in 2021/22;
- The Minimum Funding Guarantee (MFG) be set at +2.0% for 2021/22, mirroring the National Funding Formula;
- To transfer Schools Block headroom of circa £2m (0.26% of the Schools Block) once the National Funding Formula methodology has been implemented in full as the local formula, to support the Early Years Block.

Supported the High Needs Block (HNB) proposals, as follows:

- To use the increased High Needs Block allocation to cover the forecast growth in High Needs expenditure from April 2021;
- To increase High Needs Block expenditure to broadly match uplifts in the mainstream sector, including:
 - Increasing the Weighted Pupil Numbers (WPN) rate by 2% to £4,391
 - Special School and PRU School Specific factors uplifted by 2%
 - Increase the Hospital Education budget to £927k
- To align Pupil Referral Unit (PRU) Excluded Pupils, Medical and Other pupils to the Weighted Pupil Number (WPN) value at Band E2 (1 WPN) from April 2021:
 - in the secondary PRU formula, 1 WPN would be paid rather than the average of the secondary AWPU value;

Chair Shaun Jukes

C/O The Clerk to the Schools Forum, • Financial Management (Development and Schools)
PO Box 100, County Hall, Preston, PR1 0LD

- in the primary PRU formula, 2/3 of 1 WPN would be paid rather than the primary AWPU value.
- For the teachers pay and pensions grants to be incorporated into the special school and PRU school specific factor, at £660 per pupil, as a separate line on budget statements.

Supported the Early Years Block (EYB) proposals, as follows:

- To passport increased Government allocations for 2021/22 by increasing base rates for 2 year olds by 8p per hour and 3&4 year olds by 6p per hour;
- The transfer of the £2m Schools Block Headroom to the Early Years Block, to allow the increase in Government funding to be passed on in full and to continue the additional local increases facilitated by the similar transfer first supported by a Schools Block transfer in 2020/21, to continue into 2021/22;

Supported Central School Services Block (CSSB) proposals, as follows:

- The proposals for the Central School Services Block in 2021/22, including the allocations of Dedicated Schools Grant (DSG) Combined Budgets as follows:
 - MASH - £150k;
 - Emotional Health and Wellbeing Service - £200k.

Supported the Dedicated Schools Grant (DSG) Reserve underwriting the uncertainties around the 2021/22 Dedicated Schools Grant Schools Budget, across Schools Block, High Needs Block, Early Years Block and the Central School Services Block.

The Forum also approved a number of budget lines and arrangements using our decision making powers. These are set out at Annex1.

I hope that you will be able to accommodate our recommendations and decisions when you set the Schools Budget for 2021/22.

With best wishes.

Yours sincerely



Shaun Jukes
Chair, Lancashire Schools Forum

SCHOOLS BUDGET 2021/22

SPECIFIC APPROVALS NEEDED FROM THE SCHOOLS FORUM

The School and Early Years Finance (England) Regulations require certain proposals by the Local Authority relating to the Schools Budget to be approved by the Schools Forum. .

An indication of the specific proposals that have previously been considered and approved by the Forum is included together with proposals now put forward that require approval.

Function	LA proposals 2021/22	Proposed Expenditure: 2021/22 £m
Consultation on Formula Changes		
<ul style="list-style-type: none"> As required by DfE, the HNB working group were consulted on the best way to incorporate the former teachers pay and teachers pensions grants in the special school and AP formulae 	Proposals look to incorporate the former teachers pay and teachers pensions grants in the HNB formulae by an increase to the school specific factor. A school specific factor is available in both the special school and PRU formulae and an additional allocation of £660 per pupil will be included in both for 2021/22, included as a separate line on budget statements, so that it is transparent and easily identifiable.	2.598
<ul style="list-style-type: none"> In response to requests from PRU representatives, proposals have been developed to use WPN values in the AP funding formula, rather than AWPU values 	Proposals look to incorporate the WPN value at Band E2 (1 WPN) in the secondary PRU formula rather than the average of the secondary AWPU value, and at 2/3 the WPN value (at Band E2) for primary PRUs, rather than the primary AWPU. Both phases receive a circa £30 per pupil increase using this formula	0.013

De-delegation for mainstream schools	<p>LA proposals for:</p> <ul style="list-style-type: none"> • Schools in financial difficulty; • Museum service (primary only); • Staff Costs Public duties/Suspensions; • Primary Inclusion Hubs <p>Approved by the Schools Forum on 20 October 2020</p>	3.456
Movement of up to headroom from the schools block to other blocks	<p>Consultation responses are provided in the Forum papers, and in accordance with responses and recommendations from the Schools Block, proposals to transfer headroom from Schools Block to the Early Years are built into the Schools Budget 2021/22.</p>	2.000
Contracts (where the LA is entering a contract to be funded from the schools budget)	No Proposals at this time	
Financial issues relating to:		
<ul style="list-style-type: none"> • arrangements for pupils with special educational needs, in particular the places to be commissioned by the LA and schools and the arrangements for paying top-up funding 	Proposals contained in the High Needs Block Working Group recommendations report to the Forum and the Forum budget papers	98.839
<ul style="list-style-type: none"> • arrangements for use of pupil referral units and the education of children otherwise than at school, in particular the places to be commissioned by the LA and schools and the arrangements for paying top-up funding 	Proposals contained in the High Needs Block Working Group recommendations report to the Forum and the Forum budget papers	12.094
<ul style="list-style-type: none"> • arrangements for early years provision 	Proposals contained in the Early Years Block Working Group report to the Forum and the Forum budget papers	84.471
<ul style="list-style-type: none"> • administration arrangements for the allocation of central government grants 	No Proposals at this time beyond passporting DfE allocations to schools	

Minimum funding guarantee (MFG)	Consultation responses on MFG reported to Forum on 20 October 2020 and recommended that the level of MFG to be used in the Lancashire funding formula for 2021/22 be set at +2.0%.	
General Duties for maintained schools Contribution to responsibilities that local authorities hold for maintained schools	No Proposals at this time	
Central spend on and the criteria for allocating funding from:		
<ul style="list-style-type: none"> funding for significant pre-16 pupil growth, including new schools set up to meet basic need, whether maintained or academy 	<p>Policy previously agreed by the Schools Forum. Proposal to increase the growth fund unit values in line with increased NFF Minimum Pupil Funding levels for 2021/22, using the higher rate that incorporates previous teachers pay and pensions grants</p> <p>Final budget proposals are contained in the Schools Budget 2021/22 report</p>	1.797
<ul style="list-style-type: none"> funding for good or outstanding schools with falling rolls where growth in pupil numbers is expected within three years 	No Proposals at this time	-
Central spend on:		
<ul style="list-style-type: none"> early years block provision funding to enable all schools to meet the infant class size requirement 	No Proposals at this time	
<ul style="list-style-type: none"> back-pay for equal pay claims 	No Proposals at this time	

<ul style="list-style-type: none"> • remission of boarding fees at maintained schools and academies 	No Proposals at this time	
<ul style="list-style-type: none"> • places in independent schools for non-SEN pupils 	No Proposals at this time	
<ul style="list-style-type: none"> • admissions 	Final budget proposals are contained in the Schools Budget 2021/22 report	1.400
<ul style="list-style-type: none"> • servicing of schools forum 	Final budget proposals are contained in the Schools Budget 2021/22 report	0.188
<ul style="list-style-type: none"> • Contribution to responsibilities that local authorities hold for all schools 	No Proposals at this time	
Central spend on:		
<ul style="list-style-type: none"> • capital expenditure funded from revenue: projects must have been planned and decided on prior to April 2013 so no new projects can be charged 	No Proposals at this time	
<ul style="list-style-type: none"> • contribution to combined budgets: this is where the schools forum agreed prior to April 2013 a contribution from the schools budget to services which would otherwise be funded from other sources 	Final combined budget proposals are contained in the Schools Budget 2021/22 report	0.350
<ul style="list-style-type: none"> • existing termination of employment costs (costs for specific individuals must have been approved prior to April 2013 so no new redundancy costs can be charged) 	No Proposals at this time	
<ul style="list-style-type: none"> • prudential borrowing costs – the commitment must have been approved prior to April 2013 	Historic commitment ended in 2020/21	0.000
Central spend on:		

<ul style="list-style-type: none"> • high needs block provision 	2021/22 funding level presented as part of the Schools Budget setting proposals	31.305
<ul style="list-style-type: none"> • central licences negotiated by the Secretary of State 	2021/22 funding level presented as part of the Schools Budget setting proposals	1.000
Carry forward a deficit on central expenditure to the next year to be funded from the schools budget	No Proposals at this time	
Any brought forward deficit on de-delegated services which is to be met by the overall schools budget.	No Proposals at this time	

Report to the Cabinet

Meeting to be held on Thursday, 14 January 2021

Report of the Head of Policy, Information and Commissioning (Start Well)**Part I**Electoral Division affected:
(All Divisions);**Children Looked After Sufficiency Strategy 2021 - 2024**

(Appendix 'A' refers)

Contact for further information:

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Executive Summary

It is a legal requirement for all local authorities to provide a Children Looked After Sufficiency Strategy, as set out in Section 22G of the Children's Act 1989. The Strategy sets out how Lancashire County Council intends to meet its Sufficiency Duty for the children we look after, improve the quality and choice of placements, ensure value for money and minimise the likelihood of suitable placements not being available locally.

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 Lancashire Children Looked After Sufficiency Strategy 2021 - 2024, as set out at Appendix 'A'.

Background and Advice

The Lancashire Children Looked After Sufficiency Strategy 2021-2024 aims to improve outcomes for our children in care through the provision of a sufficient number and range of high quality placements and accommodation options. It sets out how Lancashire County Council will work with partners to meet the statutory Sufficiency Duty, set out in Section 22G of the Children's Act 1989, which requires local authorities to secure, so far as is reasonably practicable, sufficient accommodation for children looked after within their local authority area.

The Strategy sets out our Commissioning Priorities and targets for the next three years which include:

- Providing an effective prevention, early help and outreach offer to support families to become more resilient and stay together where it is in the child's best interests to do so;
- Continuing to bring the proportion of placements with parents (or other person with parental responsibility) more in line with the proportions seen regionally and nationally;
- Increasing the proportion of foster care placements to bring them closer to the national average;
- Increasing the number of in-house foster care placements provided;
- Working collaboratively with agency fostering providers to increase the number of local children placed with local carers;
- Continuing to work with providers to develop more specialist fostering placements to meet the needs of our children looked after who need additional levels of support;
- Matching children who have a plan of adoption with the most suitable adopters as quickly as possible;
- Reducing the proportion of young people in children's home provision;
- Ensuring appropriate children's home placements are available for our children in care, particularly those who require additional support and resources;
- Strengthening partnership working with District Housing and social housing providers to ensure good quality supported accommodation/ independent living provision for our young people aged 16+;
- Continuing to prioritise the usage of our block purchased supported accommodation provision for our high priority young people (young people aged 16+ who are in care or who become homeless).

Consultations

The Lancashire Children Looked After Sufficiency Strategy 2021-2024 includes priorities identified locally by providers and children and young people.

Implications:

This item has the following implications, as indicated:

Risk management

Key to ensuring that children looked after have the best start in life is finding the right placement in the right place at the right time to best meet their needs. Failure to address the provision of sufficient local placements will impact on our ability to improve outcomes for our children looked after.

Financial

Rising demand for children's social care is a national trend and unless needs are effectively met there are significant long-term costs of children and families not receiving the right care and support. Lancashire has experienced significant budget

pressures, not only as a result of increasing numbers of children looked after, but also due to the challenges the Council is facing when sourcing placements, often linked to greater complexity of need. Unit costs have increased, most notably for children's home placements commissioned from external providers.

The Sufficiency Strategy sets out the Council's commissioning priorities to ensure that the best outcomes are achieved for children and young people in our care. The Strategy will inform the development of a number of proposals that will impact on the Council's budget. This includes the 'Where Our Children Live' proposal, which has been tabled as a separate report on this agenda.

There are no placement costs associated with children looked after who are placed with parents, and therefore reductions in the number of these placements will not generate financial savings.

The achievement of targets set out in the Sufficiency Strategy assumes a steady state in respect of overall demand. However, as outlined earlier in this report, Lancashire has experienced significant budget pressures, as a result of increasing numbers of children looked after and complexity of need.

Following the successful application to request support for the implementation of the Family Group Conferences model as part of the Supporting Families; Investing in Practice programme, Lancashire was awarded £548,279, of which we have spent £7,000 and committed £220,956 in this financial year.

Additional grant funding to support the Fostering Sufficiency and Commissioning programme has to date received £51,000 with a further £84,250 expected in this financial year.

Legal

There are no legal issues arising from this Strategy.

Equality and cohesion

The Children Looked After Sufficiency Strategy impacts the age (children and young people) protected characteristic but also impacts other protected characteristics groups, e.g. sex/gender, ethnicity and disability which are all referenced in the Strategy.

It is anticipated that the Sufficiency Strategy will contribute positively to the Public Sector Equality Duty's general aims. The Strategy will particularly contribute towards advancing equality of opportunity for those children/young people who are looked after and/or those children in families on the edge of becoming looked after and also aims to improve participation in public life for these groups, which is a sub-aim of advancing equality of opportunity.

The Sufficiency Strategy also includes proposals to increase opportunities for foster carers and improve their experience of fostering which will also advance equality of opportunity for this group, who are most likely to be women.

Further Equality Analyses may be required for specific proposals arising from the implementation of this Strategy, if it is felt that there could be an adverse impact on children and young people, parents/ carers or staff.

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A

Lancashire Children Looked After Sufficiency Strategy 2021 – 2024

1. Introduction

Lancashire County Council is helping to make Lancashire the best place to live, work, visit and prosper, where everyone acts responsibly.

We will work together with our partners in supportive, innovative, respectful and collaborative ways to ensure that children, young people and their families are safe, healthy and achieve their full potential.

We aim to deliver purposeful practice focused on prevention, participation and permanence by:

- Delivering the right service, at the right time, by the right people through effective wellbeing, preventative strategies and interventions.
- Building on the strengths of families.
- Engaging children and young people through effective participation activities.
- Meeting and surpassing statutory expectations.
- At every stage, actively considering, developing and delivering clear plans to achieve permanence.

We will ensure that everything we do makes a tangible, positive difference to the lives of the children we work for and that we intervene at the lowest and least intrusive level possible.

Lancashire County Council has a statutory duty to ensure that there is a range of placements sufficient to meet the needs of the children and young people in the care of the local authority; and to make arrangements to promote co-operation with relevant partners to improve the well-being of children in the local area.

This strategy sets out how Lancashire County Council intends to meet its Sufficiency Duty for the children we look after, improve the quality and choice of placements, ensure value for money and minimise the likelihood of suitable placements not being available locally.

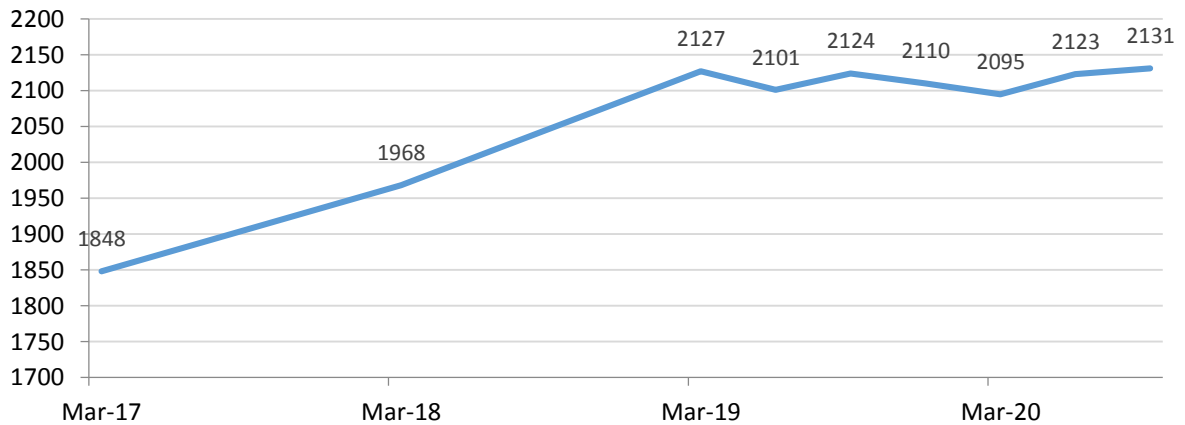
2. Analysis of our Children Looked After (CLA)

NUMBERS OF CHILDREN IN CARE

The number of children looked after (CLA) in England has continued to rise, increasing steadily between 2017 and 2019. There were 78,150 CLA in England in March 2019, an increase of 3.7% compared to March 2018 and an increase of 7.6% compared to March 2017.

In comparison, Lancashire's percentage increase in CLA has been significantly higher. There were 2,127 CLA in Lancashire in March 2019, an increase of 8.1% compared to March 2018 (159 more CLA) and an increase of 15.1% compared to March 2017 (279 more CLA). Numbers fluctuated throughout 2019/20, reaching a high in November 2019 of 2,128. Since November 2019, numbers steadily fell and by 31 March 2020 reached 2,095 (a 1.5% decrease - 32 less CLA) compared to the previous year. Numbers of CLA rose again during the first half of 2020/21 and by the end of September 2020 were 2,131.

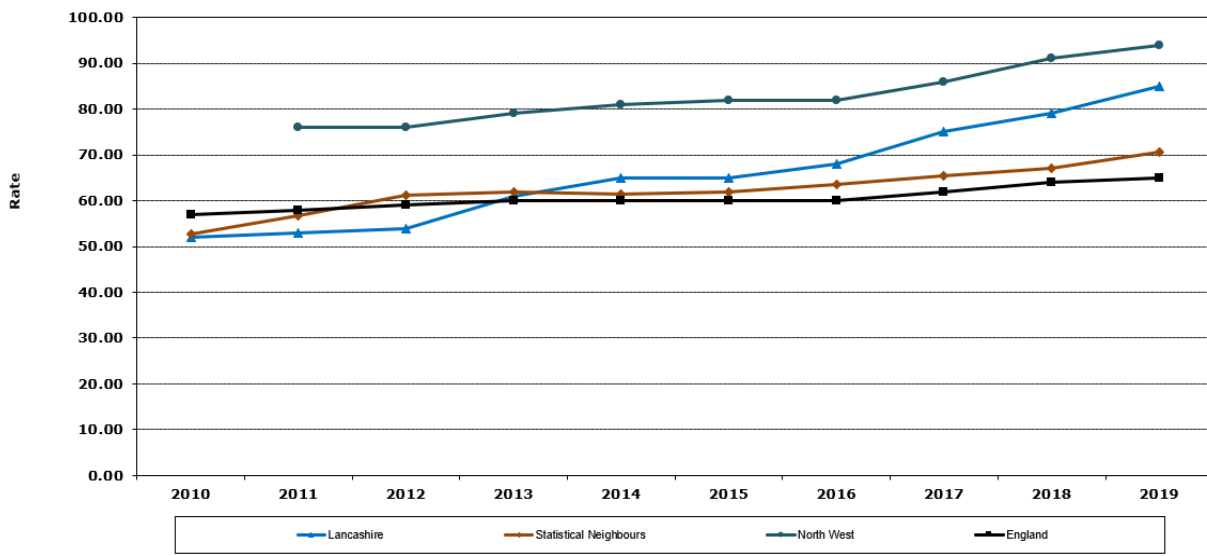
Number of CLA



	Mar-17	Mar-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20
Number of CLA	1848	1968	2127	2101	2124	2110	2095	2123	2131

RATE OF CHILDREN IN CARE

Children looked after rate, per 10,000 children aged under 18



In March 2019, the rate of CLA in England (per 10,000 population) was 65, an increase from 64 in 2018 and 62 in 2017 (an increase in the rate of 3 since 2017). The North West average rate also increased over the same period, but at a faster rate than the national average, from 86 in 2017 to 94 in 2019 (an increase of 8).

Lancashire's rate of CLA also continued to increase over the same period, but at a faster rate than the North West average: from 75 in March 2017, to 79 in March 2018 and 85 in March 2019 (an increase in the rate of 10 since 2017). Only seven other North West Local Authorities experienced a similar or higher increase in their rates. Four North West Local Authorities saw a decrease or no change in their rates. Only two of Lancashire's statistical neighbours saw a similar or higher increase in their rates of CLA.

North West Local Authority CLA Rates (2017-2019)

	2017	2018	2019	Increase in rate		2017	2018	2019	Increase in rate
England	62	64	65	3	Manchester	97	104	106	9
North West	86	91	94	8	Oldham	83	93	86	3
Blackburn with Darwen	96	97	105	9	Rochdale	89	95	108	19
Blackpool	183	185	197	14	Salford	95	103	103	8
Bolton	87	91	95	8	Sefton	85	90	98	13
Bury	82	77	78	-4	St Helens	117	121	127	10
Cheshire East	57	63	63	6	Stockport	53	58	57	4
Cheshire West and Chester	72	73	70	-2	Tameside	104	124	132	28
Cumbria	68	72	74	6	Trafford	70	69	74	4
Halton	94	92	93	-1	Warrington	86	90	87	1
Knowsley	89	87	90	1	Wigan	66	70	66	0
Lancashire	75	79	85	10	Wirral	113	123	123	10
Liverpool	122	127	140	18					

Lancashire Statistical Neighbour CLA Rates (2017-2019)

	2017	2018	2019	Increase in rate
Essex	33	33	34	1
Hertfordshire	34	33	34	0
Derbyshire	41	46	52	11
Nottinghamshire	47	48	52	5
Kent	57	49	47	-10
Staffordshire	59	65	69	10
Northamptonshire	61	65	65	4
Lancashire	75	79	85	10

The rate of CLA in Lancashire fluctuated throughout 2019/20, reaching a high in November 2019 of 85.2, before steadily reducing to 83.9 (the lowest rate seen since October 2018):

Lancashire Rates of CLA in 2019/20

Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
85.0	84.3	84.6	84.7	84.8	85.1	85.0	85.2	84.5	84.1	84.0	83.9

As of September 2020, the rate of CLA in Lancashire had risen to 84.9.

GENDER

56% of children looked after in England are male and 44% are female (March 2019). These proportions have varied little over recent years. Lancashire has a lower proportion of males in the CLA population than the national average (around 53%-54%), which has also varied little over recent years:

	31/03/2015	31/03/2016	31/03/2017	31/03/2018	31/03/2019	31/03/2020
Male	852	883	989	1060	1133	1100
Female	782	782	859	908	993	986
Indeterminate					2	6
Total	1592	1665	1848	1968	2128	2095
% Male	53.5%	53.0%	53.5%	53.9%	53.2%	52.5%

AGE

The largest age group for CLA nationally is those aged 10-15 years (39% - March 2019). This is also the largest age group for CLA in Lancashire (39%). However, a higher proportion of

Lancashire CLA (as of March 2020) are in the younger age ranges compared to national statistics: aged 5-9 years (21% compared to 18% nationally); 1-4 years (16% compared to 13% nationally) and under 1s (7% compared to 5% nationally). Lancashire has a lower proportion of CLA aged 16 years and over (17% compared to 24% nationally).

ETHNICITY

The ethnicity of Lancashire's CLA continues to be predominately White British, representing 87% of the total CLA population (March 2020). This is largely in line with the percentage of the general CYP population in Lancashire who are of white ethnicity, as reported in the 2011 census (87.3%).

6% of CLA are of mixed ethnicity. This group is over-represented when compared to the general CYP population (2.5% - 2011 census). 5% of CLA are of Asian ethnicity. This group is under-represented when compared to the general CYP population (9.7% - 2011 census). 0.4% of CLA are of black ethnicity, which is in line with the general CYP population (0.3% - 2011 census).

STARTING TO BE LOOKED AFTER

The number of children starting to be looked after each year in Lancashire increased from 722 in 2016/17 to 817 children in 2018/19, a growth of 13.2% over two years, compared to a decrease of 3.8% nationally, 3.9% regionally and 3.7% for our statistical neighbours. During 2019/20, new cases coming into care in Lancashire significantly reduced (by 13% compared to 2018/19 – 711 cases) to lower levels than the previous three years.

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Started to be looked after	659	605	653	722	763	817	711
Ceased to be looked after	553	606	598	550	663	670	737

CEASED TO BE LOOKED AFTER

There was a significant increase in the number of children ceasing to be looked after in Lancashire between 2016/17 to 2018/19 (21.8% - 120 more CYP) compared to a much smaller increase (1.1%) across the region and a 6.2% reduction in the numbers ceasing to be looked after nationally.

During 2019/20, numbers ceasing to be looked after in Lancashire further increased to 737 - a rise of 10% on numbers in 2018/19. For the first time since 2014/15, the number of children ceasing to be looked after was higher than the number of children starting to be looked after.

During 2019/20, the most prevalent reasons for ceasing to be looked after were: Special Guardianship (17%); Return home to parents, planned or unplanned (no order) (13%); and Adoption (12%). The number of Special Guardianship Orders (SGOs) granted has been similar over recent years. In contrast, the number of children being adopted each year has fluctuated:

	2016/17	2017/18	2018/19	2019/20
No. SGOs granted	118	121	126	127
No. of adoptions	73	86	68	91

SECTION 20 AGREEMENTS

Nationally, 18% of CLA are voluntarily accommodated under Section 20 of the Children's Act 1989 (March 2019). The number of CLA voluntarily accommodated under Section 20 in Lancashire is lower than the national average and has fallen since 2017, from 10% (195 CLA) to 7.8% (156 CLA) in March 2020. 30% (47) of our Section 20 CLA in March 2020 were voluntarily accommodated as part of the Homeless Protocol.

There has been a significant reduction in the number of Section 20 CLA in Lancashire aged 14-15 years since 2017 (20 CLA in March 2020 compared to 46 CLA in 2017). A higher proportion of Section 20 CLA are aged 16-17 years (71.8% compared to 56.4% in 2017) and there has been a significant increase in the use of the more cost effective block purchased supported accommodation provision for this cohort of Section 20 CLA (39 placements in March 2020 compared to only 8 in 2017 – 25% of placements provided, compared to only 4% in 2017).

Placement type of CLA accommodated under Section 20 Agreement

Type of Provision	Number of s20 CLA at 31/3/20	Number of s20 CLA at 31/7/17
Agency Leaving Care	44 (28.2%)	31 (15.9%)
Block Purchased Supported Accommodation	39 (25%)	8 (4.1%)
Agency Residential	25 (16.1%)	46 (23.6%)
In-House Fostering	20 (12.8%)	33 (16.9%)
Agency Fostering	10 (6.4%)	44 (22.6%)
In-House Residential	7 (4.5%)	16 (8.2%)
Residential School	7 (4.5%)	13 (6.7%)
Other (Hospital; Short Break; Regulation 38.6; placed for adoption)	4 (2.6%)	4 (2.1%)
TOTAL	156	195

Age range of CLA accommodated under Section 20 Agreement

Age Range	Number of s20 CLA at 31/3/20	Number of s20 CLA at 31/7/17
0-5 years	9 (5.8%)	14 (7.2%)
6-10 years	5 (3.2%)	11 (5.6%)
11-13 years	10 (6.4%)	14 (7.2%)
14-15 years	20 (12.8%)	46 (23.6%)
16-17 years	112 (71.8%)	110 (56.4%)
TOTAL	156	195

OUTCOMES FOR OUR CHILDREN LOOKED AFTER

Lancashire Children Looked After are:

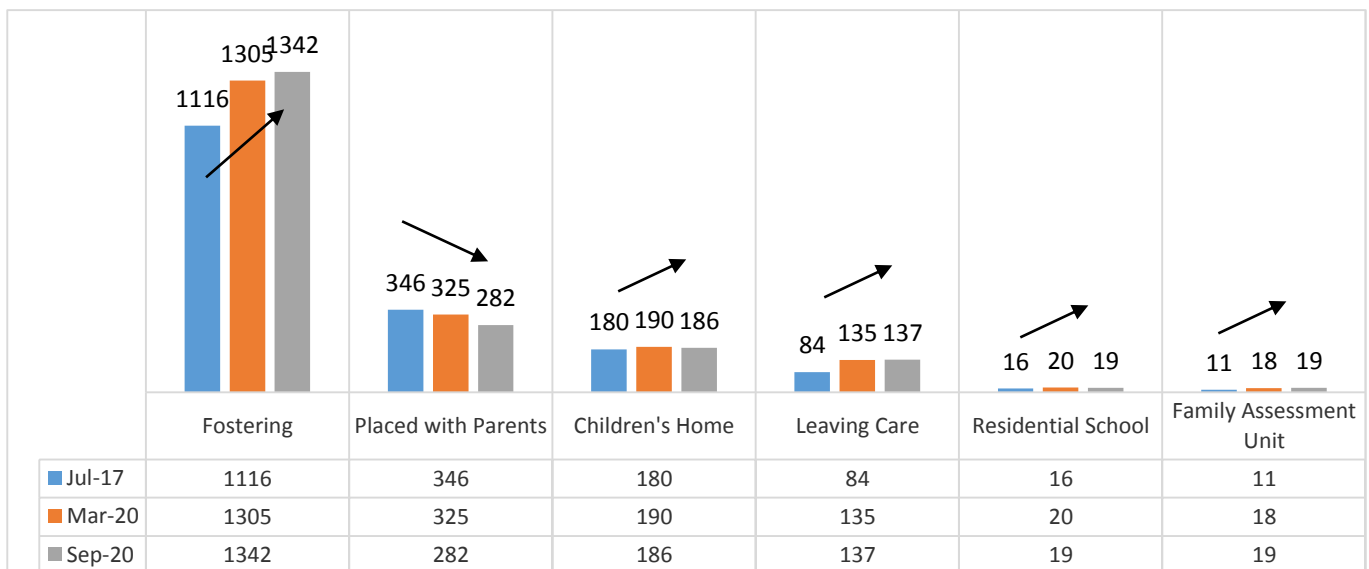
- Less likely to reach the expected standard at KS2 in reading, writing and maths than statistical and regional neighbours and below the national average.
- Likely to progress less well in school than the average of either the region or statistical neighbours.
- Less likely to achieve a higher level of attainment at KS4 than the region or statistical neighbours.
- Less likely to be excluded from school than statistical or regional neighbours and the exclusion rate is lower than the national average.
- Less likely to have a SEN with an EHCP than the regional average and less likely to have a SEN without an EHCP than the regional or national average.

- Less likely than the regional average and equal to the national average of being subject to a formal justice disposal.
- Less likely than children from statistical neighbours to achieve a score on the SDQ that is 'slightly higher' but more likely than regional or national averages
- Less likely to have a missing incident than their statistical neighbours, regional or national averages.
- More likely than the regional, Statistical Neighbours or national average to have 3 or more placements in a year, although prior to 2019 was less than the regional and on the national average. In 2019, there were 226 children with 3 or more placements and increase of 34 young people.
- Less likely to be placed 20 miles or more from home than the regional, statistical or national averages.
- As likely as the regional, and national averages to have been in the same placement for 2 years and less likely than the statistical neighbours. 535 children and young people have been in the same placement for 2 years.

3. CLA Placement Analysis and Current Provision

COMPARISON TO 2017 BENCHMARK

Lancashire's previous Sufficiency Strategy (2017-2020) used July 2017 as a benchmark to measure progress. The below chart shows how placement type has changed from July 2017 to March 2020 and to September 2020.



LOCATION

Nationally, 58% of looked after children are placed within their home local authority boundaries (March 2019). Lancashire performs much better than the national average, with 75% placed within Lancashire County Council boundaries (March 2020). Half of the children and young people placed within Lancashire (whose address was not recorded as confidential) were placed within their home district (i.e. the same district as the Children's Social Care team which supports them).

16.6% of Lancashire CLA were placed in other North West Local Authorities or Yorkshire towns close to the Lancashire border. Only 2.4% (51 placements) were placed further afield, compared to 3% in 2017 (56 placements).

	Placed at a distance (March 2020)	% of total at a distance placements	% compared to July 2017
Independent Fostering Agency (IFA)	20	39.2%	17.9%
Placed with Parents	10	19.6%	16.1%
Connected Carers	7	13.7%	5.4%
Family Assessment Centre	6	11.8%	12.5%
OTHER (Hospital, remand, secure welfare, overnight short break, other)	4	7.8%	7.8%
Agency Residential	3	5.9%	16.1%
Agency Leaving Care	1	2%	1.8%
Residential Schools	0	0%	1.8%
TOTAL PLACEMENTS	51 PLACEMENTS		56 PLACEMENTS

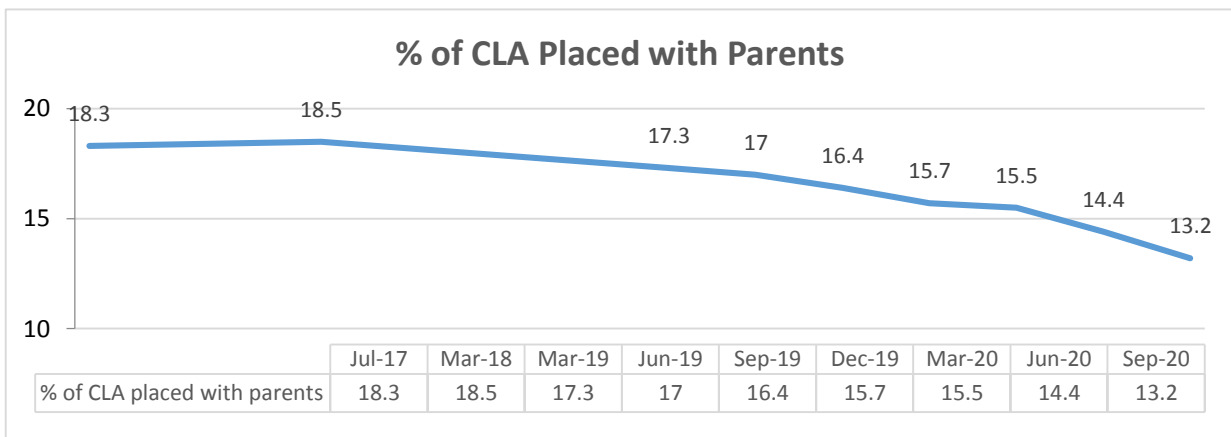
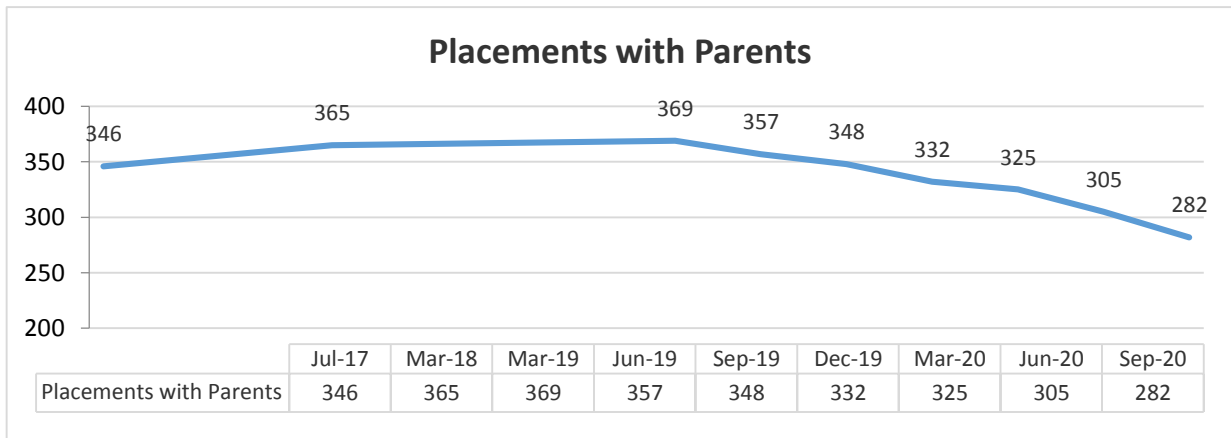
Almost 40% of placements at a distance (20 placements) were agency fostering placements, an increase from 18% in 2017. Half of these placements (10) were larger sibling groups of 3 and 4 and a further four were foster placements with connected carers who live at a distance from Lancashire, which agency fostering providers had been commissioned to support.

There has been a significant reduction in the number of children placed in agency children's homes at a distance from Lancashire (9 in 2017 compared to only 3 in March 2020); evidence that our improved placement finding processes and collaborative work with providers is having a positive impact.

PLACED WITH PARENTS OR OTHER PERSON WITH PARENTAL RESPONSIBILITY

Between 2012 and 2017, Lancashire experienced a significant increase in the number of CLA placed with parents or other person with parental responsibility, with the proportion doubling from 9.6% in March 2012 to 18.3% in July 2017. This was significantly higher than the proportion of placements nationally (5.4% as of March 2016) and higher than the North West proportion (12.5%). Numbers of placements with parents further increased nationally and as of March 2019 were at 7%.

Targeted work in Lancashire to reduce the proportion of placements with parents has seen a significant fall in our numbers, particularly over 2019/20 and continuing into 2020/21. As of September 2020, 13.2% of Lancashire CLA were placed with parents.



Number & Percentage of Placements with Parents by District (Mar 19, Mar 20 & Sept 20)

Date	Lancaster	F&W	Preston	CSR	West Lancs	HRV	Burnley	Pendle	Rossendale	County
MAR 19	28 (12.5%)	22 (11.3%)	70 (21.5%)	48 (17.2%)	18 (13.5%)	60 (23.9%)	51 (18.7%)	40 (19.5%)	25 (25%)	369 (17.3%)
MAR 20	30 (12.5%)	28 (14.1%)	46 (13.9%)	20 (9.0%)	21 (16.8%)	52 (21.0%)	44 (14.8%)	55 (26.6%)	22 (24.2%)	325 (15.5%)
SEPT 20	25 (10.8%)	39 (18.3%)	35 (10%)	19 (8.7%)	14 (11.5%)	43 (16.8%)	39 (13.5%)	51 (23.6%)	15 (15.3%)	282 (13.2%)
Dif Mar 19 to Sept 20	DOWN 3	UP 17	DOWN 35	DOWN 29	DOWN 4	DOWN 17	DOWN 12	UP 11	DOWN 10	DOWN 87

KEY (Getting to Good Target):

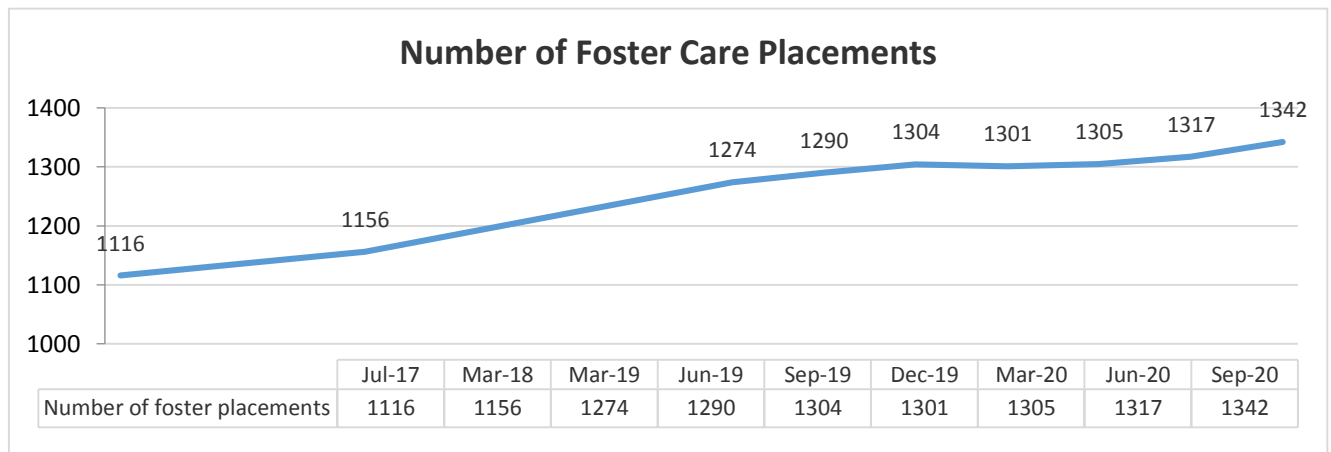
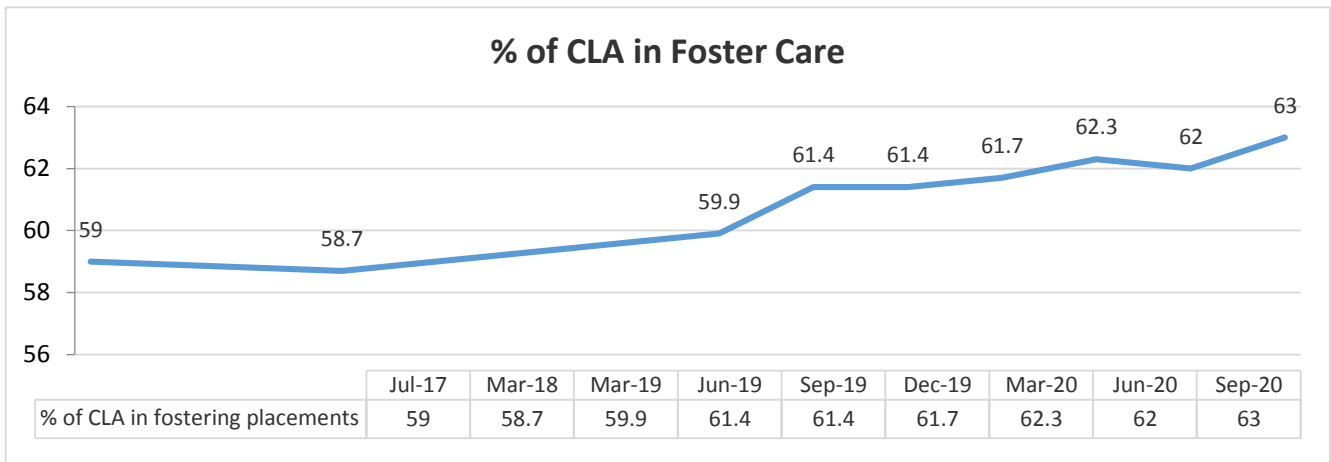
on track (13.5-15%) Low (more than 18%) Requires Improvement (15.1-17.9%) Above (Less than 13.5%)

Significant reductions have been made in Preston and Chorley & South Ribble since March 2019. Further work is required to halt the continued rise in Pendle and Fylde & Wyre and continue to reduce numbers in Hyndburn & Ribble Valley and Rossendale.

FOSTER CARE

Nationally, there was a fall in the proportion of children placed in foster care between 2016 and 2019 (from 74% to 72%). Lancashire's proportion in foster care also fell (from 66% in 2016 to

60% in 2019). However, there has been a steady increase in the number and proportion of foster placements during 2019/20 which has continued into 2020/21. As of September 2020, 63% of Lancashire CLA were placed in foster care.



Number & Percentage of Foster Placements by District (Mar 19, Mar 20 & Sept 20)

Date	Lancaster	F&W	Preston	CSR	West Lancs	HRV	Burnley	Pendle	Rossendale	County
MAR 19	145 (64.7%)	119 (61.3%)	190 (58.3%)	170 (60.9%)	82 (61.7%)	149 (59.4%)	177 (64.8%)	140 (68.3%)	52 (52%)	1274 (59.9%)
MAR 20	162 (67.5%)	121 (60.8%)	214 (64.7%)	163 (73.1%)	82 (65.6%)	145 (58.5%)	191 (64.3%)	124 (59.9%)	50 (54.9%)	1305 (62.3%)
SEPT 20	151 (65.1%)	122 (57.3%)	234 (66.7%)	156 (71.2%)	81 (66.4%)	167 (65.2%)	189 (65.6%)	127 (58.8%)	62 (63.3%)	1342 (63.0%)
Dif Mar 19 to Sept 20	UP 6	UP 3	UP 44	DOWN 14	DOWN 1	UP 18	UP 12	DOWN 13	UP 10	UP 68

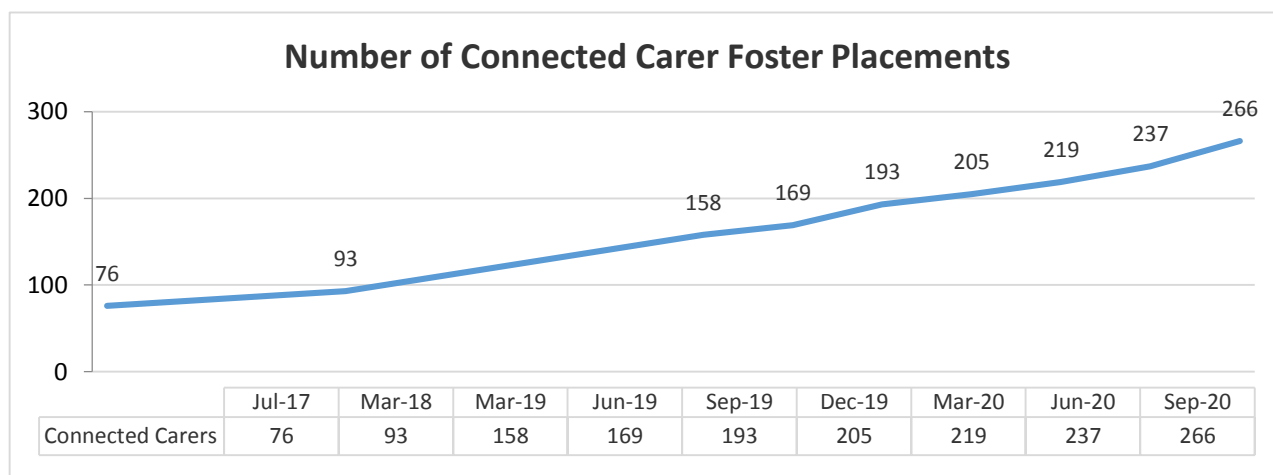
KEY (Getting to Good Target):

on track (60-70%) **Low (less than 58%)** **Requires Improvement (58-60%)** **Above (more than 70%)**

Significant increases in foster placements have been made in Preston, Hyndburn & Ribble Valley and Rossendale since March 2019. Further work is required across the county to continue to increase the proportion of our CLA placed in foster care.

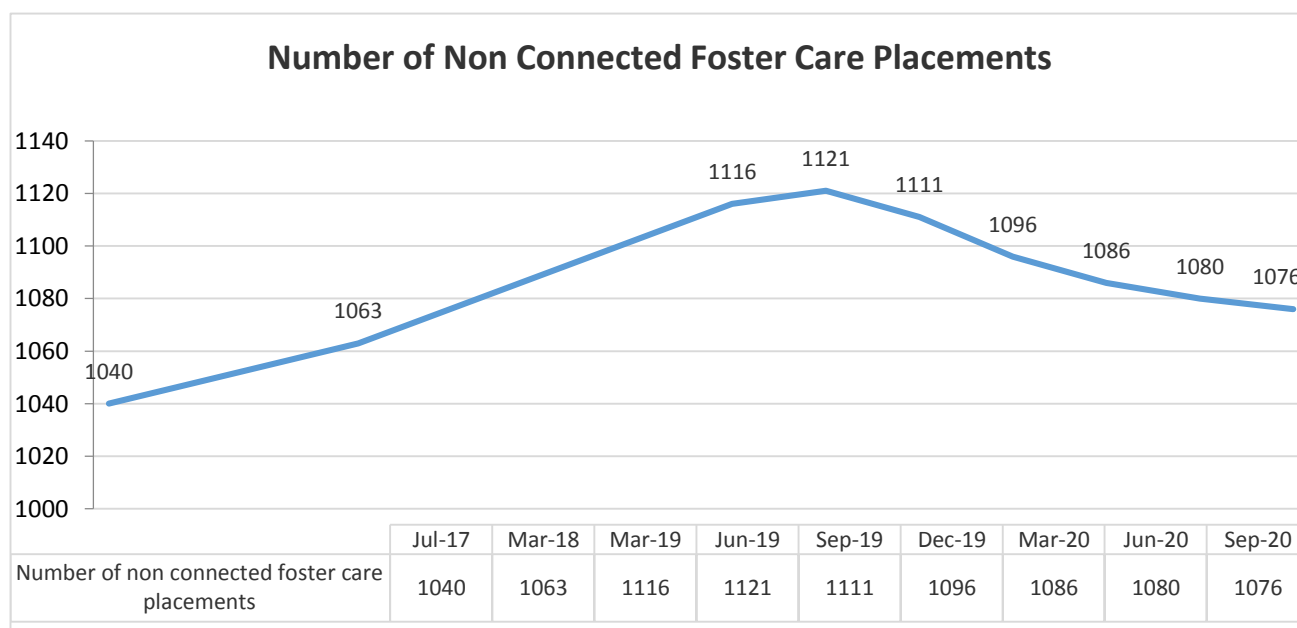
CONNECTED FOSTER CARERS

The majority of our increase in foster care placements is due to a significant rise in the number of connected carer placements (placed with family or friends), which has more than tripled between 2017 and September 2020 (from 76 to 266, an increase of 190 placements). Nationally 13% of looked after children are placed with a connected carer, compared to 11% in Lancashire in March 2020, rising to 12.5% in September 2020.



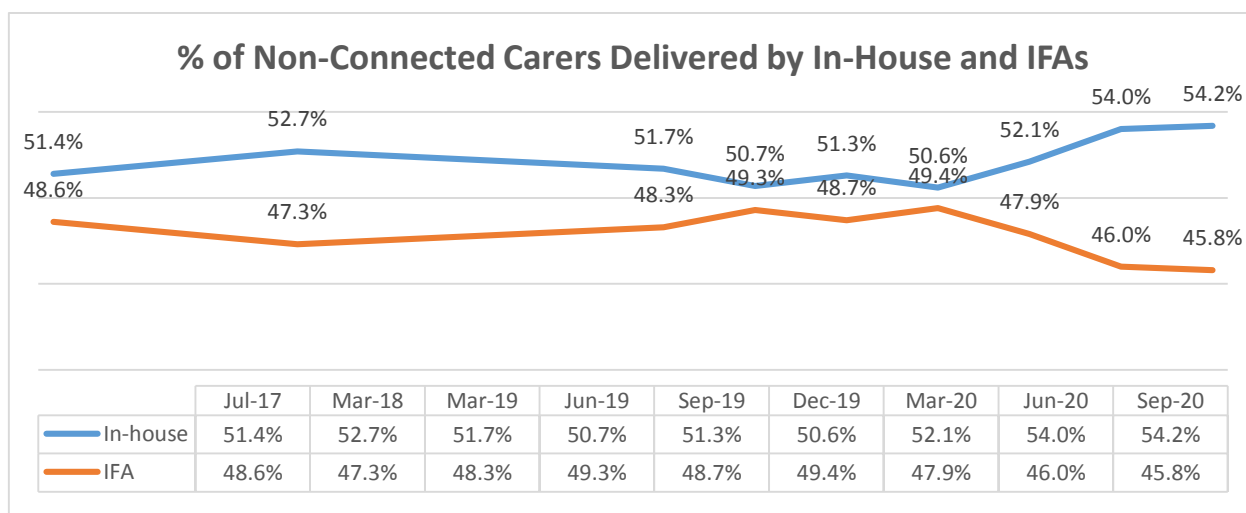
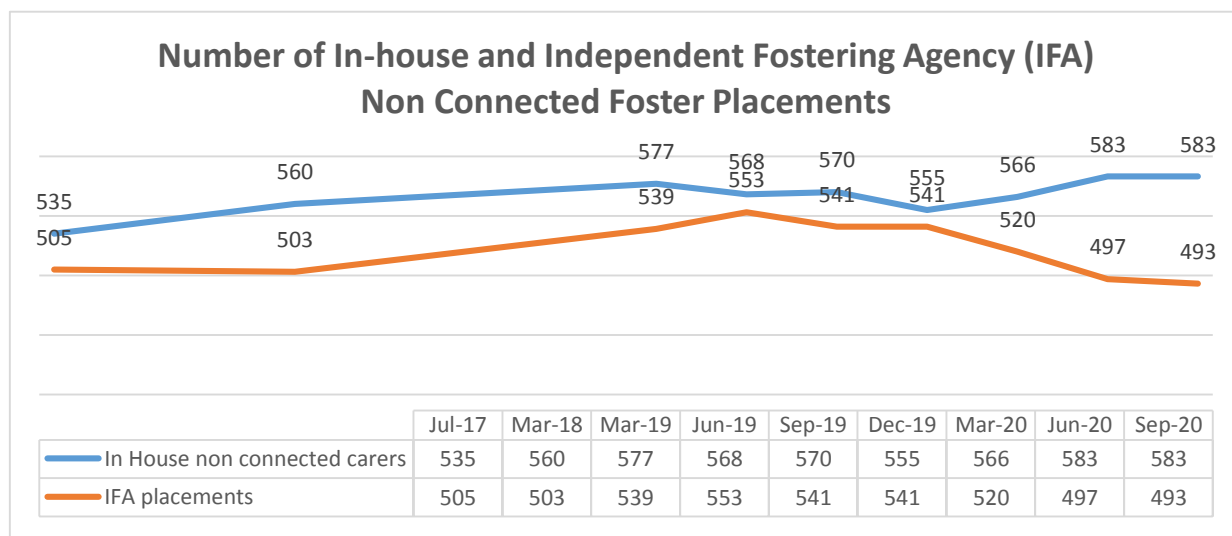
NON-CONNECTED FOSTER CARERS

Nationally 58% of looked after children are placed with non-connected foster carers. This compares to 51.8% in Lancashire in March 2020, falling to 50.5% in September 2020. For Lancashire to have been at the national average (58%) at the end of September 2020, there would have had to have been a further 160 non-connected carer placements (1236).



Numbers of non-connected foster placements peaked at 1121 in June 2019, but have fallen since then to 1076 (September 2020). At the peak in June, the proportion of in-house non-connected foster placements to Independent Fostering Agency (IFA) placements was not far

from an equal split (50.7% in-house compared to 49.3% IFA).



Although in-house non-connected foster placements have increased since the peak in June 2019 (15 more placements), this has not been enough to counteract the significant fall in the number of IFA placements (60 less placements), with the sharpest fall (48 placements) since the start of 2020. This is likely in part to be due to the refined placement finding processes introduced in late 2019, with the in-house fostering service expected to provide placements for all children aged 0-5 years (unless the child is part of a large sibling group, there is a significant complex health need or a parent and child foster placement is required). This was extended to placements for all 0-8 year olds in July 2020.

However, as the following table shows, the fall in our IFA placements made by Children's Social Care is not simply due to a reduction in demand for agency placements for young children. Our numbers of IFA placements have fallen across all age groups since June 2019, albeit by a lesser extent (around 5% for 11+ placements and 13% for 6-10 year olds, compared to a reduction of 34% in 0-5 year old IFA placements).

Comparison of numbers by age range in in-house and IFA provision (made by Children's Social Care)

	0-5 IN HOUSE	0-5 IFA	TOTAL 0-5s	% Placed in IFAs	6-10 IN HOUSE	6-10 IFA	TOTAL 6-10s	% Placed in IFAs	11+ IN HOUSE	11+ IFAs	TOTAL 11+	% Placed in IFAs
Mar-19	195	66	261	25.3	168	150	318	47.2	209	308	517	59.6
Jun-19	193	72	265	27.2	161	151	312	48.4	209	314	523	60.0
Oct-19	182	76	258	29.5	163	140	303	46.2	206	306	512	59.8
Dec-19	180	71	251	28.3	157	143	300	47.7	212	309	521	59.3
Mar-20	192	57	249	22.9	155	144	299	48.2	212	300	512	58.6
Sep-20	180	46	226	20.4	174	131	305	43.0	222	298	520	57.3

Despite an increase in placements provided by the in-house fostering service, Lancashire continues to have a greater reliance on IFAs to deliver non-connected foster placements than other areas - Fostering England 2019 suggests IFAs provide 39% nationally, compared to 46% in Lancashire (September 2020).

The majority of IFA placements are commissioned through Lancashire's Fostering Framework, which has been in place since May 2018 and runs until 2022. Twenty-nine providers are on Lancashire's framework, who provide around 95% of agency foster placements. Consultation with key agency providers indicates that only 55% of IFA placements based in Lancashire are being used by Lancashire children.

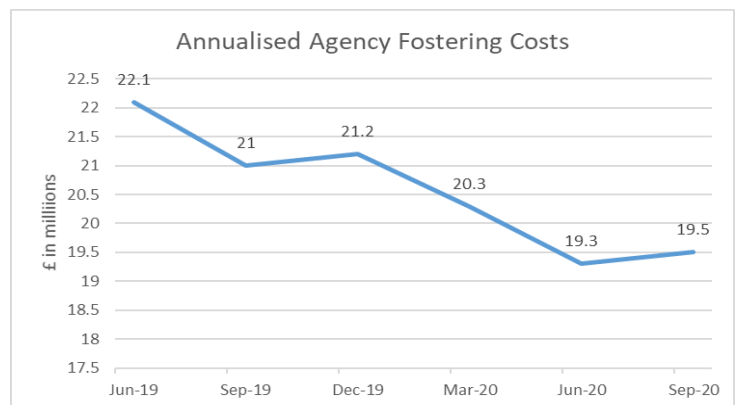
Findings from a recent Fostering Feasibility Study, funded through the DfE project: *Improving Commissioning and Sufficiency Planning to Increase Stability and Permanence for Looked After Children (Fostering)*, suggest that a further increase in fostering placements and local sufficiency in Lancashire will not only require a focus on recruiting new foster carer households but also on making better use of existing local IFA placements:

'... In the context of the current local, regional and national levels of non-connected fostering household growth it will take many years to achieve a significant change in the fostering sufficiency picture through this route alone, particularly if it is predicated upon mainly local authority fostering service growth. However, the size and nature of the IFA sector provides an opportunity to move the sufficiency balance in the short to medium term through enhanced commissioning and placement finding approaches. The findings of this study suggest that both aspects need to be pursued as part of an overall fostering sufficiency strategy.'

Agency Fostering Placement Costs

Annualised costs for agency foster placements have reduced by £2.6m between June 2019 and September 2020, from £22.1m to £19.5m. This mirrors the overall fall in IFA placements (from 553 to 493 - 60 placements).

The average cost of an IFA placement has remained largely consistent at circa £770 per week. This compares to an average weekly cost for all IFA placements across the North West of £809.



The average cost of IFA placements by age group (as of September 2019) was:

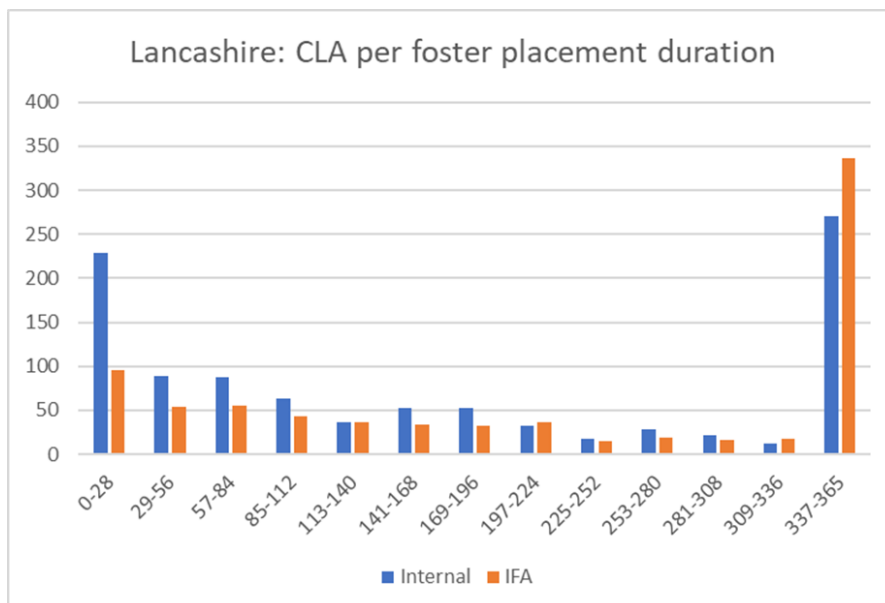
Age Group	Placements made in the last year	All Placements
AGE Band 1 - aged 0 to 4	£710.36	£698.62
AGE Band 2 - aged 5 to 10	£768.30	£746.28
AGE Band 3 - aged 11 to 15	£852.46	£781.25
AGE Band 4 - aged 16+	£844.78	£796.49
Parent & Child	£1,480.73	£1,480.73
All Age Ranges	£825.79	£775.24

Duration of Non-Connected Foster Placements

An analysis of duration of foster placements in a 12 month period up to the end of September 2019, shows that:

- Children Looked After are twice as likely to be placed with in-house foster carers, than IFA carers, for placements of less than 85 days. This is likely to be due to a combination of factors, including the provision of specific in-house emergency foster carers but also the financial viability of very short placements to IFAs and their foster carers.
- Lancashire has a higher proportion of IFA versus in-house placements for longer duration foster placements. In terms of the number of days provided in the year, 69% of the IFA days are delivered in these longer episodes whereas the internal service provides 57% of their days in these longer episodes. This results in IFAs providing 55% of the placement days whilst only providing 45% of the placements over this period.
- Lancashire’s bias towards in-house versus IFA foster carers for these short and shorter-term placements, when the overall split is reasonably even, potentially means that the in-house foster carers may be less available for longer term/permanent placements. This in turn has consequences for on-going external cost commitments.

Number of foster placements by days duration for the 12 months up to 30/09/2019



Location of Non-Connected Foster Placements

Nationally, 61% of children in foster care (both connected and non-connected) are placed within council boundaries. Lancashire's figures are significantly higher than the national average (77%) for all foster placements. The proportion of non-connected foster placements placed within Lancashire's boundaries is also 77%, with 32% placed within their home district (i.e. the same district as the Children's Social Care team which supports them).

Theoretically, Lancashire has a sufficient number of non-connected foster carers to meet need. As of September 2019, the number of CLA placed in non-connected foster placements within Lancashire (1330) was 25% higher than the total number of Lancashire CLA placed in non-connected fostering placements (1065). 60% of IFA placements within Lancashire (475) were being used by children from other local authorities. Consequently, even though a high percentage (60%) of Lancashire's IFA non-connected placements are within the County Council boundaries, there is still significant opportunity to improve this balance over time.

Hard to Find Fostering Searches

To maximise the chances of securing suitable foster placements, Lancashire adopts a dual searching strategy for the majority of foster care requests (i.e. referrals are sent to in-house and agency providers at the same time), with the exception of placement searches for 0-8 year olds, which are sent to in-house only initially. During 2019/20, over 1100 requests for foster placements were received by Lancashire's Access to Resources Team (ART).

Type of fostering request	% and No. of placement search requests received	% and No. of each placement search type classed as 'hard to find'
Task Centred foster placement (up to 26 weeks)	62% (710)	18% (127)
Permanent foster placement	18% (188)	44% (83)
Respite foster placement	8% (93)	16% (15)
Mother and baby foster placement	8% (96)	19% (18)
Step Down into Fostering placement	3% (37)	95% (35)
TOTAL	100% (1137)	24% (278)

The majority of Lancashire's fostering requests (62% in 2019/20) are for shorter term task centred placements. More than a third (36%) of fostering requests during 2019/20 were for same day/ emergency placements and almost a quarter (24%) of all placement searches were considered to be 'hard to find' (i.e. required 3 or more searches or a targeted 'ring round' was required due to a lack of offers from the electronic referral):

- 54% of hard to find requests were for children aged 11+ (150 children)
- 35% were for children who were part of a sibling group (of between 2-5) (98 children)
- 30% were for permanent foster placements (83 children)
- 20% were emergency (same day) requests (56 children)
- 25 of the hard to find searches resulted in a young person needing to be placed in a children's home placement because a foster placement had been unable to be found.

Step Down into Fostering Placements

A key priority in Lancashire's Sufficiency Strategy (2017-20) was to develop Step Down into Fostering provision in collaboration with IFA providers, for young people with a long term plan for

fostering currently in residential care. A target was set to deliver 10 new Step Down into Fostering placements each year.

A Step Down into Fostering lot was included in Lancashire's Fostering Framework (2018-2022). Between May 2018 (when the framework commenced) and March 2020, 12 step down placements were made: 6 during 2018/19 and 6 during 2019/20. An additional placement was made pre framework through the initial pilot phase. Of these placements, 6 were still active in March 2020 and one successfully transitioned to a mainstream in-house foster placement. Another placement ended due to the young person returning home. 5 placements (38%) were not successful, with the young people returning to residential care, which is comparable to the national benchmark of a 60% success rate.

The age range of the children extended from 9 to 16 years of age – of the 13 placements, 2 were aged 9; 2 were aged 11; 2 were aged 12; 4 were aged 13; 2 were aged 15 and 1 was aged 16. There were 8 boys and 5 girls. The average length of the 7 completed placements was 19 weeks, with a range of between 3 and 57 weeks. The average length of the ongoing placements is 50 weeks, ranging from 16 to 83 weeks. As the length of placement is an indicator of stability, the five placements that exceed 6 months (plus the two positive transitions) constitute successful placements.

The profile of the referrals included a significant number of referrals in the 14-15 age group – which may indicate a gap in service and/or the requirement for additional placements as an alternative to placement in residential care.

Although the framework has been successful in securing placements for some of the children and young people requiring a step down from residential care, the target of 10 step down placements each year has not been able to be met. More targeted work is required to ensure that more effective use can be made of the very limited number of step down into fostering carers.

Sub-Regional Collaboration

Lancashire led the successful application for seed funding from the DfE to explore how the neighbouring Local Authorities of Blackburn with Darwen, Blackpool, Cumbria and Lancashire (BBCL) can work better together to improve sufficiency of foster care through the collaboration of internal fostering services and working differently with IFAs to increase the proportion of CLA placed locally.

The BBCL Authorities have identified that work with the independent sector to develop capacity for hard to place cohorts of children and young people or in providing capacity in under-served areas might be better addressed at a sub-regional level. This includes improving access to local capacity at the point of need for local children; the distribution of local capacity in relation to hard to place areas within BBCL; and the availability of placements for children with a specific need profile – some shared across BBCL and some specific to an authority.

Authorities within BBCL have relationships with the market through a variety of contractual arrangements shaped by local demand and local capacity. The Authorities have assessed that acting as BBCL will strengthen the commissioner's role in influencing local capacity and shaping capability. It will also afford opportunities to aggregate some specialist needs and engage the market in sub-regional solutions.

In addition, the BBCL project identified the potential for sub-regional collaboration in relation to recruitment of in-house foster carers, building on elements of promising practice in Blackburn with Darwen, successful elements of the North West's 'You Can Foster' marketing approach, Cumbria's recent success, other sub-regional approaches and good practice from local authorities and IFAs.

Further work will be carried out across BBCL Authorities and IFAs to develop the above areas.

RESIDENTIAL CARE

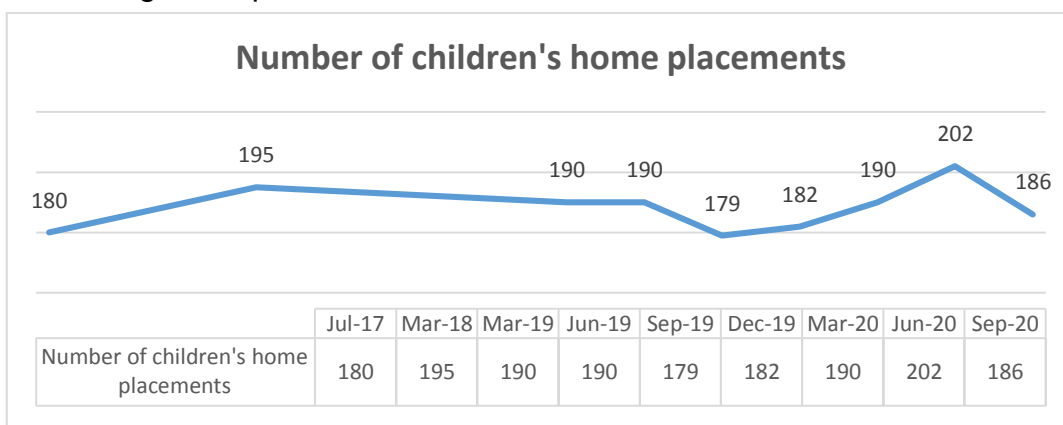
In March 2019, 12% of CLA nationally were placed in residential care (which includes children's homes provision, secure welfare placements and semi-independent living accommodation i.e. hostels and flats where staff are employed to provide support and advice). An additional 4% were classed as living independently.

As of March 2020, Lancashire had 13.7% (287) of CLA placed in children's homes, secure welfare and semi-independent provision (9.1% in children's homes - 190 placements; 0.1% in secure welfare - 3 placements; and 4.5% in hostels and flats where staff were employed on site to provide support and advice - 94 placements). A further 2% (41 placements) were living independently, with access to 'floating support'.

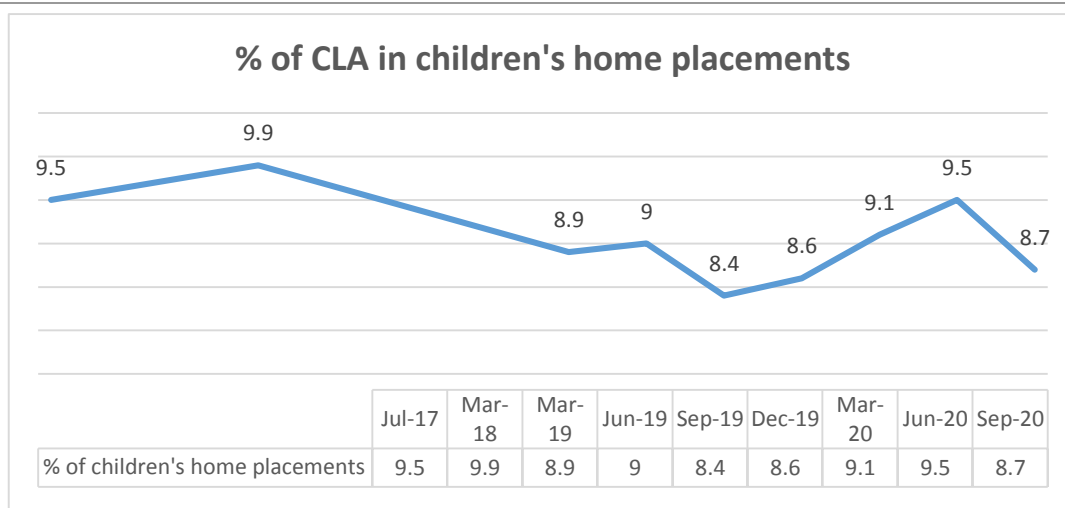
For Lancashire to have been at the national average (12%) at the end of March 2020, there would have had to have been 36 less children's home/ secure welfare/ semi-independent placements.

CHILDREN'S HOME PLACEMENTS

The number of Lancashire children and young people placed in children's homes has fluctuated between July 2017 and September 2020. The increase in the first half of 2020 is in part due to the tightening of processes to ensure that wherever possible young people of statutory school age are placed in regulated provision.



Despite fluctuating numbers, some progress has been made towards achieving the 2017-2020 Sufficiency Strategy target of reducing the proportion of our CLA in children's home provision to 8.7%. The target was exceeded in Quarter 3 of 2019/20 but increased back up to 9.1% by the end of March 2020 and 9.5% in June 2020, before reducing back to 8.7% by September 2020.



Preston and Chorley & South Ribble saw significant increases in their number of children's home placements between March 2019 and September 2020. Further work is required to reduce the proportion of CLA in children's homes in these two districts as well as Lancaster and Fylde & Wyre.

Number & Percentage of Children's Home Placements by District (Mar 19, Mar 20 & Sept 20)

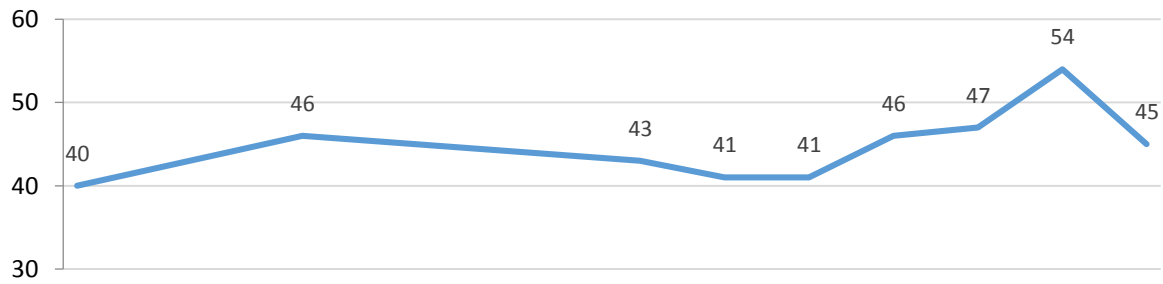
Date	Lancaster	F&W	Preston	CSR	West Lancs	HRV	Burnley	Pendle	Rossendale	County
MAR 19	24 (10.7%)	26 (13.4%)	26 (8%)	18 (6.5%)	14 (10.5%)	21 (8.4%)	22 (8.1%)	14 (6.8%)	11 (11%)	190 (8.9%)
MAR 20	24 (10%)	25 (12.6%)	33 (10%)	16 (7.2%)	13 (10.4%)	22 (8.9%)	26 (8.8%)	13 (6.3%)	8 (8.8%)	190 (9.1%)
SEPT 20	23 (9.9%)	25 (11.7%)	33 (9.4%)	24 (11%)	10 (8.2%)	20 (7.8%)	21 (7.3%)	13 (6%)	7 (7.1%)	186 (8.7%)
Dif Mar 19 to Sept 20	DOWN 1	DOWN 1	UP 7	UP 6	DOWN 4	DOWN 1	DOWN 1	DOWN 1	DOWN 4	DOWN 4

KEY (Getting to Good Target):

on track (8.3-8.7%) **Low (more than 9%)** **Requires Improvement (8.8%-8.9%)** **Above (less than 8.3%)**

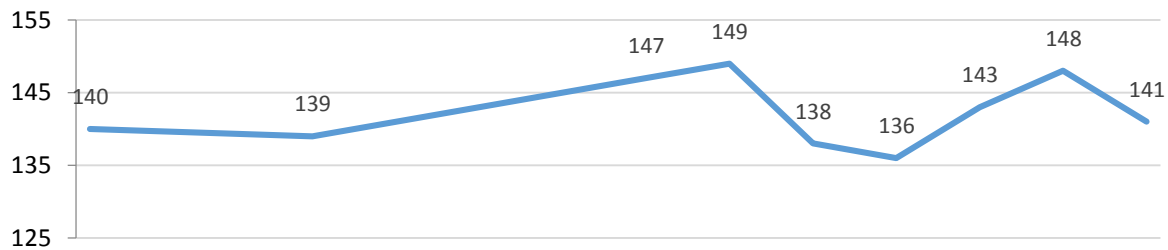
Progress has been made during 2020 in increasing the number of young people who are being placed in our in-house children's home provision, with occupancy levels rising to a high of 93% in June 2020. Despite the overall number of children's home placements being higher in September 2020 than in July 2017, the increased use of our in-house provision has meant that the proportion of children's home placements delivered by agency providers has reduced from 78% to 76%.

In house children's home placements



	Jul-17	Mar-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20
In house children's home placements	40	46	43	41	41	46	47	54	45

Agency children's home placements



	Jul-17	Mar-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20
Agency children's home placements	140	139	147	149	138	136	143	148	141

Profile of Children Placed in Children's Homes

A higher proportion of males are placed in children's homes in comparison to the general CLA cohort. As of March 2020, 58% of the children's home cohort were male compared to 53% of the general CLA population. This was higher than in 2017 where 57% of the children's home cohort were male compared to 54% of the general CLA population.

The age profile of Lancashire young people placed in children's home provision has also changed since 2017. In March 2020, a higher proportion were aged 11 to 15 (63.1% compared to 51.6%) and a lower proportion were aged under 11 (3.2% compared to 5.6%) and aged 16 and over (33.7% compared to 42.8%). Improved placement finding capacity and processes, alongside the development of specialist step down into fostering provision has driven the decrease in children's home placements required for children under 11. The introduction of tracking processes for the older age cohort in children's home provision has facilitated improved identification and transition into semi-independent provision for young people for whom this is considered suitable.

Age of Lancashire CLA placed in children's homes (July 2017 & March 2020)

AGE	TOTAL JULY 2017	% IN 2017	TOTAL MARCH 2020	% IN 2020
7	1	0.6	0	0.0
8	4	2.2	0	0.0
9	5	2.8	2	1.1
10	0	0.0	4	2.1
11	1	0.6	11	5.8

12	11	6.1	13	6.8
13	14	7.8	15	7.9
14	29	16.1	30	15.8
15	38	21.1	51	26.8
16	57	31.7	49	25.8
17	20	11.1	15	7.9
TOTAL	180		190	

During 2019/20, more than half of all requests for children's home placements (52%) and placements made (51%) required a more complex type of placement (i.e. smaller home providing additional resources to meet a higher complexity of need).

Hard to Find Children's Home Searches

To maximise the chances of securing suitable placements, Lancashire adopts a dual searching strategy for all requests for a children's home placement (i.e. referrals are sent to in-house and agency providers at the same time). During 2019/20, 312 requests for children's home placements were received by Lancashire's Access to Resources Team (ART). 39% (121) of the requests received were for an emergency placement (i.e. required same day).

Almost a third (30%) of placement searches during 2019/20 were considered to be 'hard to find' (i.e. required 3 or more searches or a targeted 'ring round' was required due to a lack of offers from the electronic referral):

- 95% of hard to find searches referenced aggressive, threatening or violent behaviours
- 86% referenced mental health issues
- 80% referenced emotional behaviours/ needs
- 77% referenced missing from home incidents
- 74% referenced young people displaying behaviours which put other young people at risk of harm
- 74% referenced smoking or substance misuse
- 57% of hard to find searches were for males
- 38% were emergency (same day) requests

85% of hard to find placements made during 2019/20 were placed in agency children's home provision.

Lancashire Internal Children's Home Provision

The in-house children's residential service in Lancashire currently delivers 12 children's homes (8 x 6 bed mainstream homes; 2 x 3 bed complex homes; a 4 bed Adolescent Support Unit; and a newly established short term crisis/ reception unit). As of the end of March 2020, overall in-house occupancy was 86%. Due to high demand, the in-house complex homes generally operate at full capacity.

Adolescent Support Unit

The Adolescent Support Unit (ASU) provides outreach support and respite residential provision for families of young people on the edge of care to prevent unnecessary entries into care.

The ASU, based in the North of the County, has been delivering support since Autumn 2017. As of January 2020, the ASU had supported 128 families, of which 99 cases had been closed. Twenty-three of the young people in the closed cases subsequently became looked after, demonstrating a 77% success rate, higher than the expected 60% success rate in the original business case.

As of January 2020, finance reported savings to date achieved by the ASU of £6.476m since it opened in 2017. Savings are based on a young person remaining out of care for 61.53 weeks. As of January 2020, 43 of the 99 cases had met the full saving of 61.53 weeks. Savings for the remaining 56 cases are estimated and assume children will remain out of care for the full duration.

At a running cost of £0.480m per annum (circa £1m since opening), the anticipated savings represent a return on investment of 5:1, which is significantly higher than the original anticipated 2:1 return on investment.

Agency Children's Home Provision

Theoretically there are more than enough children's homes within Lancashire County Council's boundaries to meet our demand for placements - according to Ofsted, there are 145 agency children's homes in Lancashire County Council's boundaries and as of 31 March 2020 Lancashire children were placed in 104 different children's homes. However, only just over a third (36%) of the agency children's homes in Lancashire were providing placements for Lancashire children. A further 52 homes outside of Lancashire's boundaries provided placements for Lancashire children: 37 homes in other North West local authorities; 2 homes in neighbouring Yorkshire towns and 3 homes at a distance (in Telford, Stoke and Essex).

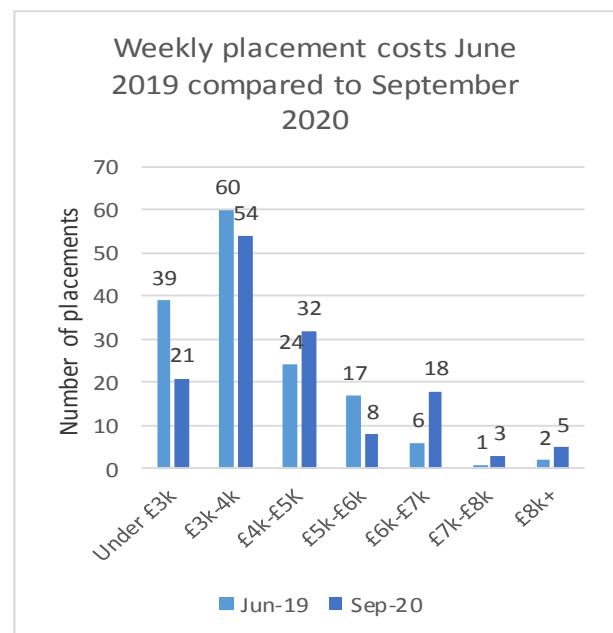
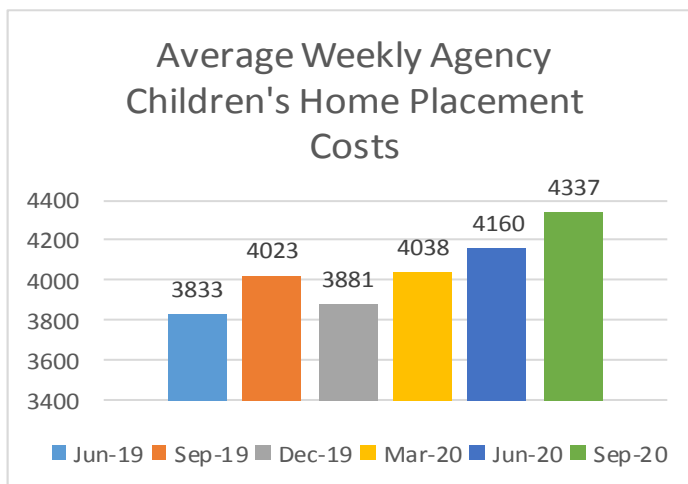
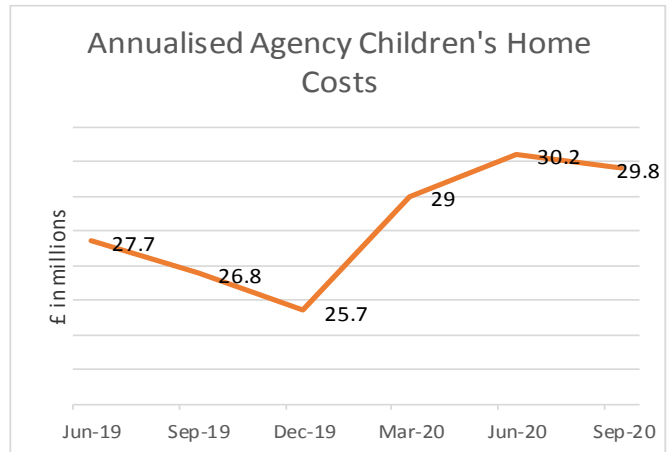
Agency children's home placements are commissioned in a number of different ways:

- a) Through a new block contracting agreement, which has been in place since November 2019. Three providers have been commissioned to deliver eight block contract beds each (including a mix of mainstream, complex and solo placements) by January 2021. Good progress is being made by all three providers to develop this provision and all are on track to deliver the additional capacity on time. The number of beds delivered through the block contract agreement has the potential to be further increased (up to a maximum of 50 beds) based on need and individual provider performance.
- b) Via Lancashire's Flexible Agreement, which has been in place since August 2016 and runs until 2022. 35 residential providers with homes inside or within 20 miles of LCC boundaries are included on the Flexible Agreement. In March 2020, 78% of all our children's home placements were delivered by providers on the Lancashire Flexible Agreement (19 out of the 35 providers).
- c) Lancashire is also named on the Placements North West Dynamic Purchasing System (DPS), which is used to source placements not able to be found through the block contract or Lancashire Flexible Agreement.
- d) Where the above options have been unable to source a placement, off contract providers are contacted and placements are spot purchased on an individual basis.

Agency Children's Home Placement Costs

The costs of agency children's home placements are increasing at an unsustainable rate. Despite there being 8 less agency children's home placements in September 2020 than in June 2019, the annual cost of placements increased by £2.1m, driven by an increasing number of high cost placements (over £5k per week) - 34 in September 2020, compared to 26 in June 2019.

Average weekly agency children's home placement costs have increased by over £500 between June 2019 and September 2020. Urgent action is required to address spiralling costs.



SECURE WELFARE PLACEMENTS

Despite increased numbers of children in care, the number of secure welfare placements utilised by Lancashire was the same in March 2020 as it was in July 2017 (3 placements). Lancashire tends to have an average of two secure welfare placements at the end of each month. However, due to unprecedented high demand nationally, no secure welfare placements have been utilised by Lancashire since April 2020, despite several Lancashire young people meeting the threshold for a secure welfare placement. Secure welfare placements are likely to be at a distance from Lancashire, with only two out of the 15 secure homes in England and Wales based in the North West.

FAMILY ASSESSMENT CENTRES

Lancashire's use of residential family assessment centres has almost doubled since 2017. As of 30th September 2020, Lancashire had 19 placements in residential family assessment centres, compared to 10 in July 2017. The majority (89%) of children and young people in these placements were placed outside of Lancashire (9 within other North West Local Authorities and 8 at a distance from Lancashire – in South Yorkshire, West Yorkshire and Derbyshire).

RESIDENTIAL SCHOOLS

As of September 2020, 19 Lancashire children and young people were placed in residential schools - 32% (6 placements) within schools in Lancashire and 68% (13 placements) in schools within other North West Local Authorities. This compares to 16 children and young people in July 2017, of which 44% were placed within residential schools in Lancashire (7 placements), 50% (8 placements) were within other North West Local Authorities and 6% (1 placement) was at a distance - in County Durham.

UNREGULATED PROVISION

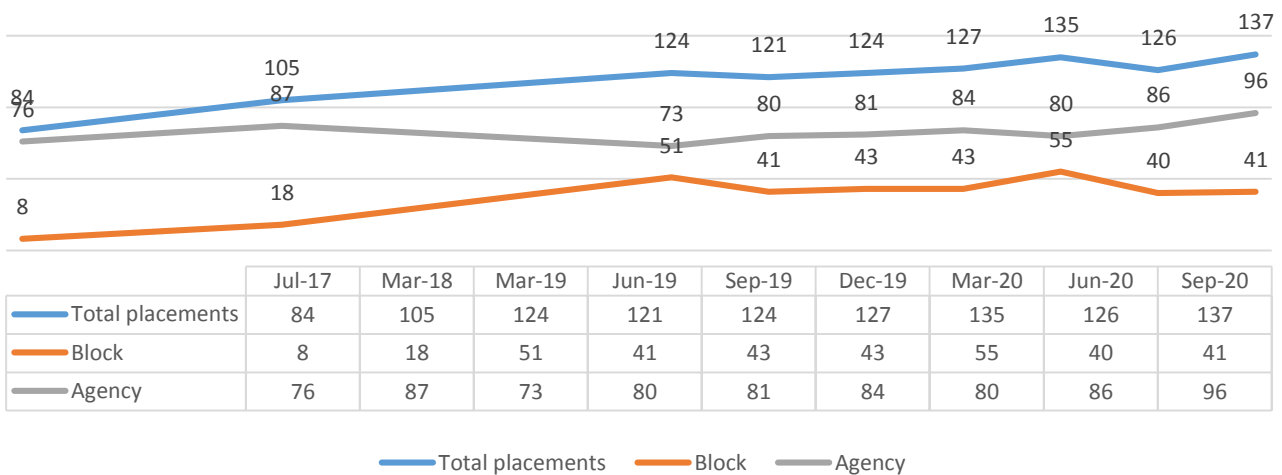
A new policy on the use of crisis and unregulated placements was introduced in January 2020. This policy outlines the processes to be undertaken when considering such placements and the risk mitigations in place to ensure that all steps are taken to avoid children and young people being placed in unregistered provision (i.e. provision that is not registered with Ofsted but should be). This includes ensuring that wherever possible young people aged 16 but still of statutory school age are placed in regulated provision.

Unregulated placements are classified as high risk where it is considered that there is a potential that elements of care (and not just support) may be required/ are being provided, due to a child's age, complexity of need or high placement costs. These placements are closely monitored and have increased oversight from Children's Social Care, Independent Reviewing Officers and the Access to Resources Team.

16+ SUPPORTED ACCOMMODATION/ INDEPENDENT LIVING (SAIL) PROVISION

Over the past three years, there has been a significant increase in Lancashire in the number of young people starting to be looked after who are aged 16-17 years (although not necessarily their first period of care): from 34 in March 2017 to 81 in March 2020. This is mirrored by a significant increase (60.7%) in the use of supported accommodation/ independent living (SAIL) placements between July 2017 and March 2020 (higher than the 45% growth reported across the North West region). This growth is attributed to a range of factors including homeless legislative changes and policy application, greater identification of unmet need and pressures on capacity in other sectors.

Leaving Care Placements (Agency and Block)



Number & Percentage of SAIL Placements by District (Mar 19, Mar 20 & Sept 20)

Date	Lancaster	F&W	Preston	CSR	West Lancs	HRV	Burnley	Pendle	Rossendale	County
MAR 19	6 (2.7%)	10 (5.2%)	30 (9.2%)	27 (9.7%)	8 (6%)	14 (5.6%)	10 (3.7%)	4 (2%)	9 (9%)	124 (5.8%)
MAR 20	14 (5.8%)	13 (6.5%)	30 (9.1%)	18 (8.1%)	6 (4.8%)	20 (8.1%)	16 (5.4%)	8 (3.9%)	6 (6.6%)	135 (6.4%)
SEPT 20	21 (9.1%)	13 (6.1%)	32 (9.1%)	13 (5.9%)	10 (8.2%)	11 (4.3%)	20 (6.9%)	8 (3.7%)	7 (7.1%)	137 (6.4%)
Dif in first half of 2020/21	UP 7	SAME	UP 2	DOWN 5	UP 4	DOWN 9	UP 4	SAME	UP 1	UP 2

KEY (Getting to Good Target):

on track (6.4%) **Low (less than 5.4%)** **Requires Improvement (5.4%-6.3%)** **Above (more than 6.4%)**

The trend in increased used of SAIL placements has continued in most Lancashire districts in the first half of 2020/21, with the exception of Chorley & South Ribble and Hyndburn & Ribble Valley.

Due to the sector being unregulated, it is widely acknowledged that the ability to commission quality accommodation for young people in the right location at the right time can be challenging. Our aim has been to have a wide range of options available to our young people, regardless of their former pathway. The pooling of our Supporting People (housing-related support) block budget and our 16+ agency placement budget in 2017 has enabled scale of provision. 368 former Supporting People placements continue to be block commissioned across the county providing:

- Core 24/7 building-based accommodation (197 placements)
- Visiting support – a mix of building-based and dispersed (134 placements)
- Supported Lodgings (22 placements)
- Teenage Parent services (15 placements)

A key aim of Lancashire's 2017 - 2020 Sufficiency Strategy was to prioritise the usage of these block arrangements for our 16+ care leavers and 16-17 year old homeless young people (classified as high priority). Through cohesive working relationships, alongside District Housing leads and providers, delivery of the co-produced Joint Homeless Protocol is largely working well, the success being evident through:

- Increasing the number of CLA accommodated in the services from 8 in 2017 to 55 in 2020. In July 2017, the proportion of block leaving care placements was only 9.5% of total SAIL placements. This increased to 40.7% in March 2020. Whilst the proportion fell to 30% in September 2020, this was mainly due to young people in placement turning 18 and remaining in the provision. These young people continued to be classified as high priority as they were CLA at the point of access;
- 54% of occupied placements (167) at 30th June 2020 being utilised by young people classified as high priority, and 26% (81 placements) being utilised by young people classified

as medium priority (young people aged 18-21 who have been previously known to Children's Social Care);

2020/21 Q1 data - actuals				
Capacity	Occupied	High Priority	Medium Priority	Low Priority
368	309	167	81	61
% of occupied total		54%	26%	20%
% of total beds		45%	22%	17%

- Stronger provider engagement and working relationships, partly through establishing a dedicated SAIL placement finding / contract monitoring lead to work closely with providers;
- Improved placement finding and intelligence gathering;
- A reduction of £342/week in the average cost of a CLA SAIL placement in March 2020 compared to July 2017.

In addition to our block provision, we have continued to access the regional Dynamic Purchasing System (DPS). This offers access to smaller group living services and greater access across the county to floating support with accommodation (visiting support) services.

Key findings in terms of location and quality of service utilisation are that:

- Young people are not always accommodated in their preferred location, therefore limiting their access to education, employment, training and social/family networks. The largest gaps are evidenced in the Preston and Hyndburn districts;
- Locations where providers set up are not always desirable for vulnerable young people;
- A higher proportion (over 25%) of young people live outside of Lancashire's boundaries than we would like, as a much smaller proportion is through choice.

Key findings in terms of the types of services commissioned for young people aged 16+ are that:

- Utilisation of supported lodgings is much lower than would be expected for the size of Lancashire;
- A higher proportion of our young people live in higher-cost group living placements compared to our regional neighbours, without direct correlation to higher levels of need.

Lancashire has a lower proportion of local authority owned housing and a lower proportion of social housing than comparable larger authorities, making it more difficult for young people to move on from supported accommodation to an affordable tenancy. This creates a 'blockage' in the system which is impacting on access into our block provision for priority young people at the point of need in their chosen location.

Despite the scale of provision, it is challenging to understand all of the causes that are shaping the levels of supply and demand with such diverse demographics across the county. The current service offer is not consistent across the county and, whilst it is not expected that there would be identical offers in each of the 12 districts, particular pressures in some districts more urgently

need addressing.

In 2019, Lancashire launched a local Purchasing System with Lots to enable the commissioning of the full range of services that are currently delivered through our block and the regional DPS. This will become the first route to market and will:

- enable more collaborative working with local providers to shape local provision to meet need;
- provide greater quality oversight, to simplify the commissioning process longer-term;
- achieve value for money.

4. Commissioning Priorities

Prevention

Key to reducing our overall CLA numbers will be reducing the number of children who start to become looked after, by **providing the means for families to become more resilient and stay together where it is safe and in the child's best interests to do so**. We will do this by:

- Embedding the Family Safeguarding Model;
- Delivering the multi-agency Early Help strategy;
- Delivering the DfE funded Supporting Families; Investing in Practice programme to implement the Family Group Conference (FGC) Daybreak model;
- Ensuring our expanded Outreach Service is used effectively to support families of children and young people on the edge of care;
- Exploring the expansion of our respite provision for children and young people on the edge of care through the development of further Adolescent Support Unit provision;
- Testing out new models of working, such as the Safe Families for Children approach, which will provide additional support for families of children on the edge of care;
- Strengthening our Targeted Youth Support offer, aligned to the implementation of new structures within the Children's Social Care and Children and Family Wellbeing teams;
- Ensuring that all new Section 20 Agreements (where there are not child protection concerns) are only accepted after families have accessed the above offers;
- Rigorously enforcing our Section 20 Charging Policy;
- Systematically evaluating the impact of our preventative approaches and reshaping accordingly.

Placements with Parents or other person with parental responsibility

We will continue work to **reduce the proportion of placements with parents or other person with parental responsibility** by:

- Ensuring effective and robust care planning, with contingency planning;
- Supporting our staff to work more confidently within the court arena and with legal colleagues;
- Continuing to review all of our children who are placed at home with parents and seek revocation of orders where appropriate;

- Ensuring that where appropriate these families are supported by our wellbeing, prevention and early help services as they step down from high level intervention.

Foster Care

We will continue to **increase the number of in-house fostering placements provided by:**

- Further developing placement finding processes to make the most effective use of in-house foster carers;
- Exploring collaborative opportunities for foster carer marketing and recruitment with the neighbouring authorities of Blackburn with Darwen, Blackpool and Cumbria (BBCL), with a particular focus on digital marketing;
- Implementing a more targeted marketing strategy to address gaps in provision, including in underserved areas and placements for older children and young people, sibling groups and parent and child placements.
- Implementing an increased offer of support to in-house carers to support retention including:
 - Establishment of a Foster Care Academy that supports the induction and skill building of newly approved foster carers;
 - Establishment a Mentoring Scheme that supports new foster carers to feel supported during their first year of approval;
 - Establishment a Fostering Communities Project that supports networking and support for foster carers that are isolated;
 - Establishment an Enrichment Programme that supports the networking and family life of our fostering community;
 - Participation in the Reflective Fostering programme that is a new study that supports foster carers to have a better understanding of the lived experiences of the child and thereby feel better equipped to support the children in their care.

We will continue to **work collaboratively with fostering providers to increase the number of local children placed with local IFA carers by:**

- Continuing to apply and refine the approaches developed as part of the DfE Improving Commissioning and Sufficiency Planning to Increase Stability and Permanence for Looked After Children (Fostering) project: BBCL Exchange Days with IFAs and Fostering Referrals Decision-Tree process;
- Exploring collaborative sub-regional commissioning opportunities and options with the BBCL local authorities, including:
 - Consideration of the development of a sub-regional fostering framework;
 - Placements for children and young people who require additional support and resources;
 - Same day and short notice placements;
 - Specialist placements for Children with Disabilities.
- Further development of the Step Down into Fostering model, including commissioning additional Step-Down placement capacity through a 'retained placement' arrangement.

Overall, by 2024, we aim to **increase the proportion of our fostering placements to 70%.**

Adoption

We will continue to seek to **match children who have a plan of adoption with the most suitable adopters as quickly as possible** by:

- Establishing and embedding the Regional Adoption Agency: Adoption Lancashire and Blackpool;
- Increasing the pool of approved adopters to support matching with Lancashire and Blackpool children;
- Minimising delay by prioritising early permanence and early family finding, where appropriate;
- Developing a new team in Adoption Lancashire and Blackpool that focuses on family finding at the earliest opportunity;
- Establishing an Adoption Support Team that supports families post adoption in order to prevent adoption breakdowns.

Children's Home Provision

The overarching priority is to **reduce the proportion of young people in children's home provision to 8.3%**. We will do this by:

- Tracking and regularly reviewing young people placed in children's home provision;
- Further developing effective placement finding processes and step down provision to support appropriate young people to move into foster care and semi-independent provision.

Ensuring appropriate children's home placements are available for our children in care, particularly those who require additional support and resources will continue to be a key priority. We will do this by:

- Exploring the development of further short term in-house crisis/ reception placements to de-escalate behaviours and support the sourcing of the right placement to best meet need;
- Exploring the development of further smaller capacity in-house children's homes;
- Continuing to work collaboratively with our block providers to maximise use of contracted beds, including the potential to further increase the number of block beds delivered, based on need and provider performance;
- Recommissioning Lancashire's Children's Home Flexible Agreement by July 2022;
- Working with the market to develop bespoke options to meet the needs of our children and young people with the most complex emotional and behavioural needs, including the development of alternatives to secure welfare placements.

16+ Supported Accommodation/ Independent Living (SAIL) Provision






It is anticipated that the demand for SAIL provision will continue to increase over the next year given the recent trend of higher number of 16/17 year olds starting to become looked after and the high prevalence of young homelessness reported in the North West. However as we succeed in reducing our CLA population overall, it is anticipated that there will be a reduction in new care leavers and therefore a reduction in demand for accommodation by the latter 6 months of this strategy.

Our objectives are to capture innovation and learning from best practice. We will **strengthen partnership working with District Housing and social housing providers to seek their support in co-producing services and achieving our key aims** to:

- Deliver the 16+ accommodation tender across all commissioned services by September 2021 seeking to ensure that accommodation is increasingly in appropriate locations. We aim to increase the usage of block provision to 60% for high priority;
- Undertake an options appraisal exercise with partners to develop a sustainable, effective prevention service that can respond to different demands across the county. The service will build upon the successes of the Trailblazer project and increase access to mediation services for young people and families;
- Provide sufficient emergency ('crash-pad') provision locally;
- Explore how staying-close arrangements can be developed and maximised, particularly with our in-house children's home services;
- Develop greater supporting lodgings capacity to support a cost-effective care leaver accommodation pathway offer;
- Establish trainer flats to better prepare young people for sustainable independent living;
- Expand our block purchase arrangements to include smaller group living settings for young people with more complex needs;
- Work with partner agencies to ensure that we have a robust quality assurance framework in place, overseen by a dedicated SAIL Quality Assurance Manager;
- Improve the timeliness of planned moves to ensure that young people have the best opportunity possible to secure the right type of accommodation, in their preferred location at the right time.

5. Key Performance Indicators

The following Key Performance Indicators will be monitored and reported quarterly:

Key Performance Indicator	Current Levels	Target	Impact
Reduction in proportion of placements with parents or other person with parental responsibility	15.5% (March 2020)	13.5%	 2%
Increase the proportion of foster placements	62.3% (March 2020)	70%	 7.7%
Number of Step Down into Fostering Placements commenced	6 per annum (March 2020)	10 per annum	 4 p/a
Reduction in the proportion of CLA in Children's Homes provision	9.1% (March 2020)	8.3%	 0.8%
Increase the usage of block contract supported accommodation provision for high priority young people	53% of occupied beds (March 2020)	60% of occupied beds	 7%

Progress of meeting commissioning priorities and actions will be reviewed and reported annually. Targets will be also be reviewed on an annual basis.

Report to the Cabinet

Meeting to be held on Thursday, 14 January 2021

Report of the Head of Service: Policy, Information and Commissioning (Start Well)**Part I**

Electoral Division affected:
Lancaster Rural East;

Progress on the Implementation of the Procurement Process for Wennington Hall School and Proposal to Consult on the Discontinuance of the Local Authority's Maintenance of the School
(Appendix 'A' refers)

Contact for further information:

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Executive Summary

Approval was given to commence a formal procurement process intended to secure the future of Wennington Hall School in January 2020. The implementation of this decision was delayed due to the national pandemic and the invitation to tender published on 26 October 2020. The process for receipt of tenders closed on 4 December 2020.

The statutory process, set out in the School Organisation (Establishment and Discontinuance of Schools) Regulations 2013, must be undertaken before making a decision on the discontinuance of Wennington Hall School. Permission to pursue discontinuance has been given by the Department for Education on the condition that a suitable independent provider is identified.

Recommendation

Cabinet is asked to:

- (i) Note the current position and next steps with regard to the implementation of the procurement process.
- (ii) Approve a stage 1 consultation on the proposed discontinuance of the local authority's maintenance of Wennington Hall School and to receive a further report on the outcome in March 2021.

Background and Advice

Wennington Hall is a local authority maintained residential special school, for children and young people aged 11 to 16 with social emotional and mental health needs. The school has a designated capacity of 80 pupils, including 20 single occupancy residential places for 38 weeks a year. There are currently 36 young people on roll; most pupils attend on a day basis with seven residential placements. Included in these numbers is one young person in the care of the local authority.

In December 2016, an Ofsted inspection judged the school to require special measures and, as a result, the school was issued with a directive academy order. A further Ofsted inspection took place in July 2019, when the school was judged to be inadequate and in need of significant improvement.

Despite the efforts of the Local Authority and the office of the Regional Schools' Commissioner, it has not been possible to identify a suitable academy sponsor for Wennington Hall School. Therefore, in June 2019, Cabinet considered five possible models to secure the future of Wennington Hall School, and requested a review of three of these: revoking the academy order; developing a joint venture arrangement and transferring the premises to an experienced independent provider.

In September 2019, the Regional Schools Commissioner wrote to the county council to advise that approval had been given to revoke the Academy Order, subject to the county council sourcing an appropriate private provider to take over the running of the educational provision at Wennington Hall School. The revocation of the directive Academy Order is contingent upon the discontinuance of the provision as a maintained school.

During September and October 2019, a market testing exercise took place to assess the interest of providers operating in the market of working with the county council in pursuit of this option. In the context of the decision about the revocation of the Academy Order, and the interest expressed by the independent sector, a report was considered by Cabinet in January 2020, with approval given to commence a formal procurement process.

Procurement Process

On 26 October 2020, the invitation to tender, along with the detailed service specification, was published on the Lancashire County Council etendering portal.

The procurement process has taken the form of a procedure involving negotiations for social and other specific purposes, and intends to meet the objectives of providing:

- a) education for the young people on roll from 1 September 2021, either at Wennington Hall School or other Department for Education registered site(s), where that site will deliver improved education provision and will not entail a greater travel requirement than to the current site;
- b) a lease of the premises to the successful tenderer, with a transfer of ownership of the Wennington Hall School property along with all associated liabilities;

- c) utilisation of the Wennington Hall School site for specialist education provision and/or children's social care provision for a minimum of seven years, from the service commencement date to meet market need.

The anticipated value of the services, as described above, is approximately £700,000 to £1,230,000, for the delivery of services between September 2021 and the end of the academic year in 2024. This range was calculated based on the current costs of similar services per pupil for the same period. Therefore, as the number of pupils reduce over the term of the agreement, the annual value is expected to reduce.

A decision about the awarding of a contract is expected to be made by the end of April 2021, with the mobilisation taking place thereafter. The timescale for award of contract allows for full evaluation of bids received and any negotiation with bidders that may be required. The outcome of the tender process will be reported to Cabinet to note, as part of a further report in relation to the statutory process regarding the discontinuance of schools.

Closing a Maintained Special School: Guidance and Process

The Department for Education's statutory guidance, 'Opening and Closing Maintained Schools' includes the following reasons for the discontinuance of a maintained school:

- *It has been judged inadequate by Ofsted and there is no sponsored academy solution.*
- *It is no longer considered viable.*

As it has not been possible to identify a suitable academy sponsor for Wennington Hall School, the Department for Education on behalf of the Minister for the School System has given permission to pursue discontinuance on the condition that a suitable independent provider is identified. Since 2016, there has also been a significant reduction in number of pupils on roll at the school, such that the school's viability is increasingly threatened.

In January 2020, Cabinet approved a stage 1 consultation be undertaken on the proposed discontinuance of the local authority's maintenance of Wennington Hall School. In April 2020, Cabinet received a report following this consultation and approved the pursuance of a formal consultation period during April and May 2020.

Subsequently, Cabinet, having carefully considered the views of all respondents, as an essential part of the consultation process, withdrew the proposal in recognition of the timing of identifying a provider and the potential impact of the global pandemic on the operating market. The statutory process, set out in the School Organisation (Establishment and Discontinuance of Schools) Regulations 2013, must now be repeated before making a decision on the discontinuance of Wennington Hall School.

The applicable statutory guidance recommends a minimum consultation period of 6 weeks. Following this, there would be a requirement to publish the proposal, allowing

a four week representation period to allow for objections and comments. The local authority would then be required to make a determination within two months and publish its decision no later than one week thereafter, following which a four week period is allowed for appeals by the dioceses.

There are five statutory stages for this proposal as set out below:

Stage1	Stage 2	Stage 3	Stage 4	Stage 5
Consultation	Publication	Representation	Decision	Implementation
No longer than 12 months and a minimum of 6 weeks during school term time is recommended.	<p>Publication of statutory notice in appropriate local newspaper, on school premises and at all entrances of the school, within 12 months of the consultation.</p> <p>An accompanying proposal is also required.</p>	Must be a minimum of 4 weeks, from the date the statutory proposal is published.	<p>Local authority as the decision-maker must determine proposals within 2 months.</p> <p>If longer, must be referred to the schools' adjudicator within a week of the end of the 2 month period.</p> <p>Appeal may also be made to the adjudicator within the 4 weeks following publication of the Local authority's decision by Diocesan Board of Education for any diocese in the Church of England in the local authority</p>	No prescribed timescale, but proposers must be expected to show good reason if the timescale is longer than 3 years.

			area and/or the bishop of any Roman Catholic Church in the local authority's area.	
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Taking into account the above, an outline timetable for the process to be applied in respect of a proposal to cease to maintain Wennington Hall School is set out below:

Action	Start
Cabinet approval to consult	January 2021
Stage 1 Consultation	January - February 2021
Report back on consultation and Cabinet decision whether to publish Statutory Notice	March 2021
Stage 2 and 3 Publication of Statutory Notice and representation period	April - May 2021
Stage 4 Decision	May - June 2021
Stage 5 Implementation	Subject to the awarding of a contract to a suitable provider

Required Consultation

The Department for Education's statutory guidance, 'Opening and Closing Maintained Schools' states that proposers, in this case the local authority, must consult organisations, groups and individuals they feel to be appropriate.

In line with the statutory guidance, a consultation document will be produced and published on Lancashire County Council's website. This will also be circulated to interested parties, including families, staff and governors at the school, Lancaster City Council, county councillors for the districts affected, schools in the Lancaster district, special schools throughout Lancashire and other stakeholders.

Implications

This item has the following implications, as indicated:

Risk management

The authority has a statutory duty to secure high quality school places for its residents. School places will be secured for all current pupils affected by the proposed discontinuance, and potential future placements implemented through the procurement process or local authority's commissioning arrangements. The procurement of a provider gives an opportunity to improve the availability of high quality school places in Lancashire and the potential to avoid disruption to the long

term education of children and young people currently educated at the Wennington School site.

Human Resources

There are implications for staff employed at the school who may be subject to the Transfer of Undertakings (Protection of Employment) Regulations 2006, depending on the nature of any successor service. Information about staff employed at the school was provided as part of the procurement process.

Financial

The school has a cumulative deficit of over £1million, as a result of maintaining higher staffing levels, to ensure pupils are adequately safeguarded and additional transport costs due to fewer residential placements. This deficit is currently forecast to rise by circa £1million per year if no further action is taken.

When a local authority discontinues its maintenance of a school, a deficit balance reverts to the authority and will need to be funded from the authority's budget, therefore this is a financial risk to the county council.

Procurement Process

The county council has, as set out above, implemented a tender process to engage suitably experienced providers in the field of special educational needs, which meet specified eligibility criteria as set out in the Invitation to Tender documentation.

Further procurement implications are set out at Appendix 'A' and are deemed to be Part II for the reason set out below:

This section of the report contains information relating to the financial or business affairs of any particular person (including the authority holding that information).

Property

The Wennington Hall School property has been valued by the Local Authority at £2,750,000. Tenderers were required to submit their own valuation of the property as part of the tender process.

The potential for a substantial capital receipt for the school premises as set out in the tender documents published as part of the procurement process will require approval from the Department for Education to the disposal under S77 School Standard and Framework Act 1998. The approval of the Secretary of State is also required under Schedule 1 to the Academies Act 2010.

The county council must also give consideration to Section 123 of the Local Government Act 1972. This provides that a council cannot dispose of its land for a consideration less than the best that can be reasonably obtained in the market, except with the express consent of the Secretary of State or via the 2003 General

Disposal Consent order, permitting councils to dispose of land at an undervalue without Secretary of State consent, provided that:

- (a) the authority considers the disposal will help it to secure the promotion or improvement of the economic, social or environmental well-being of its area; and
- (b) the undervalue of the disposal does not exceed £2,000,000.

A consultation process as set out in the Department for Education guidance needs to be undertaken and consent from the Secretary of State sought for the disposal of the playing fields at Wennington Hall School, alongside any required consent for the disposal of the land other than that falling within the statutory definition of 'playing fields'.

Consultation needs to be for a minimum of six weeks, with four weeks during term time.

Equality and Cohesion

This proposal will impact on the protected characteristics groups of age (young people) and disability for pupils at the school and on employees, so a full Equality Impact Assessment will be provided to assist at the determination stage of the proposal.

List of Background Papers

Paper	Date	Contact/Tel
None		

Reason for inclusion in Part II, if appropriate

Appendix 'A' is not for publication - 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.

Report to the Cabinet

Meeting to be held on Thursday, 14 January 2021

Report of the Lancashire Safeguarding Adults Board

Part I

Electoral Division affected: (All Divisions);
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Lancashire Safeguarding Adults Board - Annual Report 2019/20

(Appendix 'A' refers)

Contact for further information:

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Executive Summary

This report is being presented to the Cabinet, prior to publication of the Lancashire Safeguarding Adults Board Annual Report for 2019/20. The draft Lancashire Safeguarding Adults Board Annual Report for 2019/20 is set out at Appendix 'A'.

Recommendation

Cabinet is asked to:

- (i) Note the contents of the report.
- (ii) Comment on any key issues in the annual report and consider the implications of these in the conduct of council business.

Background and Advice

The Care Act 2014 requires that, in every local authority administrative area, there must be a Safeguarding Adults Board. Key local agencies are represented on the Board at a senior level, but the Board has an Independent Chair.

The Safeguarding Adults Boards are required to produce and publish an annual report which reflects on safeguarding practice and issues in the area. The draft Lancashire Safeguarding Adults Annual Report 2019/20, which covers the period from April 2019 to the end of March 2020, is set out at Appendix 'A'. The Annual Report provides a summary of the work undertaken by the Safeguarding Adults Board in Lancashire over the last year.

This year, the Covid-19 pandemic has affected the way in which many agencies who are part of the Safeguarding Adults Board have worked. The Department of Health and Social Care acknowledged this and, to alleviate additional pressures associated with producing the report, permitted the Safeguarding Adults Boards to produce condensed reports during this reporting period. Although an Annual Report did not have to be produced, Lancashire Partners felt it was important to have one and acknowledge the work that had been undertaken.

The report begins with contextual information drawn from Public Health data. The data highlights the complexity of the population in Lancashire, with higher incidence of poor health and well-being indicators being seen in the areas of highest deprivation. The report then seeks to set out what we know about the vulnerability of the people in terms of safeguarding, what we know about the quality of safeguarding activity in local services, and how the Board has sought to make a positive impact on services.

Agencies that are responsible for safeguarding and protecting our most vulnerable adults have been able to maintain their services, and our thoughts and thanks must also be with those professionals who have worked on the front line.

Adult Services in Lancashire, supported by the council, have done everything they can to protect and support people. A huge amount of work was undertaken to put contingency plans in place, where there was a risk of care home failure and, despite the national issues, everything that could be done was in place in Lancashire, to ensure care homes remained as safe as possible. Working with the Lancashire Resilience Forum Agencies ensured that there was an efficient system of maintaining contact with elderly and 'shielded' residents, and an efficient system to ensure food deliveries were made to those that needed them.

All statutory work of the Lancashire Safeguarding Adults Board continued during the pandemic, with Board meetings held virtually and Safeguarding Adult Reviews continuing to be undertaken. The business unit continued to operate during the pandemic, to ensure the functions of the Board had been fulfilled.

A new Executive Board has been created, chaired by Mr Stephen Ashley, and includes the three Safeguarding Adults Boards across Lancashire, Blackpool and Blackburn with Darwen.

Consultations

All Board partner agencies have been consulted during the preparation of the Lancashire Safeguarding Adults Annual Report 2019/20. The report reflects comments made and includes information directly provided by the agencies.

Implications:

While there is evidence of good practice, significant challenges remain in ensuring services that provide safeguards for vulnerable adults are sufficiently resourced to meet demand on a timely basis.

Risk management

The risks are as set out in the report.

Legal

Failure to meet the statutory requirements in the provision of services could increase the risk of harm. It would also impact on the reputation of the council and partner agencies.

Equality and Cohesion

Any deficits in service are likely to impact more significantly on those living in areas of high deprivation.

Financial

In 2019/20 the support to the Lancashire Safeguarding Adults Board was provided within the funding envelope.

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A



Lancashire SAFEGUARDING ADULTS BOARD Annual Report 2019–2020

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Foreword

This annual report provides a summary of the work undertaken by the Safeguarding Adults Board in Lancashire over the last year.

Of course, the devastating effects of the Covid-19 pandemic have dominated this year. We cannot underestimate the disproportionate affect this crisis has had on the most vulnerable adults and our thoughts are with those that have lost someone and those who have suffered and continue to do so. It is however, incredibly impressive that the agencies that are responsible for safeguarding and protecting our most vulnerable adults have been able to maintain their services and our thoughts and thanks must also be with those professionals that have worked on the front line throughout this crisis, often at great personal risk to themselves.

Adult services in Lancashire, supported by the Council have done everything they can to protect and support people. Lancashire has a large number of care homes that were of significant concern at the start of this crisis. Plans were quickly put in place to ensure that service would continue, and the care homes were supported. A huge amount of work was undertaken to put in place contingency plans where there was a risk of care home failure and despite the national issues, everything that could be done was in place to ensure care homes remained as safe as possible.

Working with the Lancashire Resilience Forum agencies ensured that there was an efficient system of maintaining contact with elderly and 'shielded' residents and an efficient system to ensure food deliveries were made to those that needed them. This commitment to the most vulnerable was replicated across all agencies and the third sector who played a massive role in protecting and supporting a huge number of people.

Whilst the government made it possible to ease requirements of the Care Act, this was not applied within Lancashire where as far as possible normal services were maintained.

There is of course a huge amount of work currently being undertaken that is not related directly to the Covid-19 crisis. For instance, preventative work around domestic abuse and neglect. This work is summarised within the report.

Unfortunately, the one major issue overshadows much of the good work that has been undertaken but that is inevitable and will not change for some time. As we move forward, the Safeguarding Board will continue to monitor the work of agencies to ensure the highest possible standards are maintained.

I would just like to thank again all of those that have worked so hard to protect and safeguard adults in these difficult times.



Steve Ashley
Independent Chair

1. THE BOARD

1.1 Purpose of the Board

The Care Act 2014 requires a local authority to establish a Safeguarding Adults Board (SAB), which aims to help and protect individuals who it believes to have care and support needs and who are at risk of neglect and abuse and are unable to protect themselves, and to promote their wellbeing. Section 43 (3) sets out how the SAB should seek to achieve its objective, through the co-ordination of members' activities in relation to safeguarding and ensuring the effectiveness of what those members do for safeguarding purposes. An SAB may undertake any lawful activity which may help it achieve its objective. Section 43 (4) sets out the functions which an SAB can exercise in pursuit of its objective are those of its members. Section 43 (5) Schedule 2 includes provision about the membership, funding and other resources, strategy and annual report of an SAB. Section 43 (6) acknowledges that two or more local authorities may establish an SAB for their combined geographical area of responsibility. <https://www.legislation.gov.uk/ukpga/2014/23/section/43>

Six principles set out in the Care Act:

Empowerment

Prevention

Proportionality

Protection

Partnership

Accountability

The Board has three core duties under the Care Act 2014:

Publish a Strategic Plan

Publish an Annual Report

Undertake Safeguarding Adults Reviews

1.2 Partnership Structure

The Safeguarding Adults Board is supported by an Independent Chair to oversee the work of the Board, to provide leadership, offer constructive challenge, and ensure independence. The day-to-day work of the Board is undertaken by the Sub-Groups and the Safeguarding Business Unit. The Business Unit supports the operational running of these arrangements and manages the Board on behalf of the multiagency partnership. The Board facilitate joint working, ensure effective safeguarding work across the region, and provide consistency for our partners who work across Pan Lancashire.

2. WHAT DOES ADULT SAFEGUARDING LOOK LIKE IN LANCASHIRE

Local Context and Background

The ceremonial county of Lancashire is in the North West of England and consists of the shire county of Lancashire and the "2 unitary authority areas" of Blackburn with Darwen and Blackpool. The shire county¹ area is a "2-tier authority", meaning it is controlled by a county council (Lancashire County Council), and 12 local government district councils. In contrast Blackburn with Darwen and Blackpool, each have just "1 unitary tier" of local government, which provides all local services.

The following information intends to provide a brief overview of the local demographic context for Lancashire, Blackburn with Darwen and Blackpool. Information provided for each upper tier council area (Lancashire County Council, Blackburn with Darwen council and Blackpool council) unless otherwise stated.

2.1 Population

2019 Mid-year population estimates² indicate that Lancashire (Lancs-14) has a population of 1,508,941, 80.8% of the population are estimated to reside within the Lancashire County Council area, 9.9% within Blackburn with Darwen and 9.2% Blackpool.

Indicator	No.	Blackburn with Darwen	Blackpool	Lancs-12	Lancs-14	
2019 mid-year estimates	All age	149,696	139,446	1,219,799	1,508,941	
	All age	%	9.9%	9.2%	80.8%	100.0%

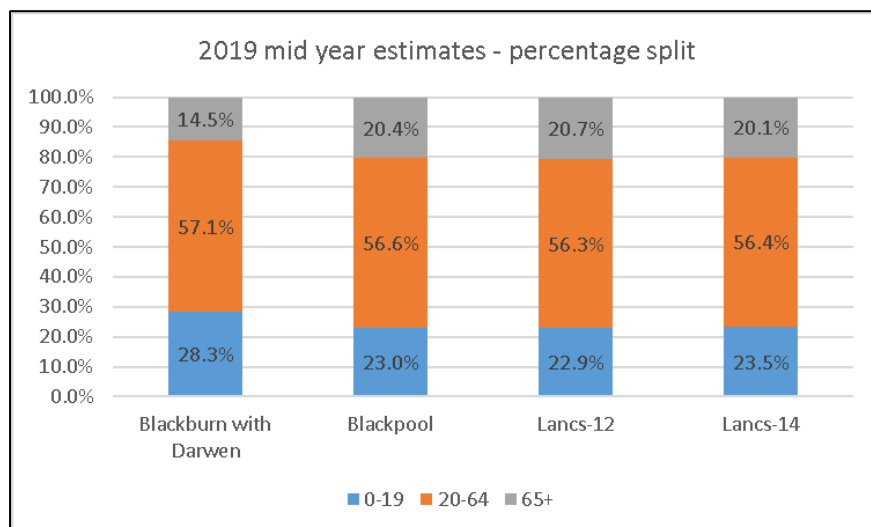
Estimated that approximately 2.7% of the English population reside in Lancashire and that approximately 20.6% of the North West population reside within the Lancashire.

¹ The shire county area of Lancashire includes the 12 districts of Burnley, Chorley, Fylde, Hyndburn, Lancaster, Pendle, Preston, Ribble Valley, Rossendale, South Ribble, West Lancashire and Wyre

² 2019 mid-year population estimates most recently available data

In terms of age breakdown, data for the Lancashire-14 footprint indicates that almost one quarter (23.5%) of the population is aged 0-19. 56.4% are aged 20-64 and 20.1% are aged

65+. Figures for Blackpool Council area and Lancashire County Council mirror this percentage split, however as shown by the graph to the left Blackburn with Darwen Council area has a lower percentage of older residents (14.5% aged 65+),



Data indicates that the population in the

Lancashire-14 area has grown by approximately 0.7% compared with the previous year's mid-year estimate and there has been an increase in births and fewer deaths occurring, which indicates a natural positive population change.

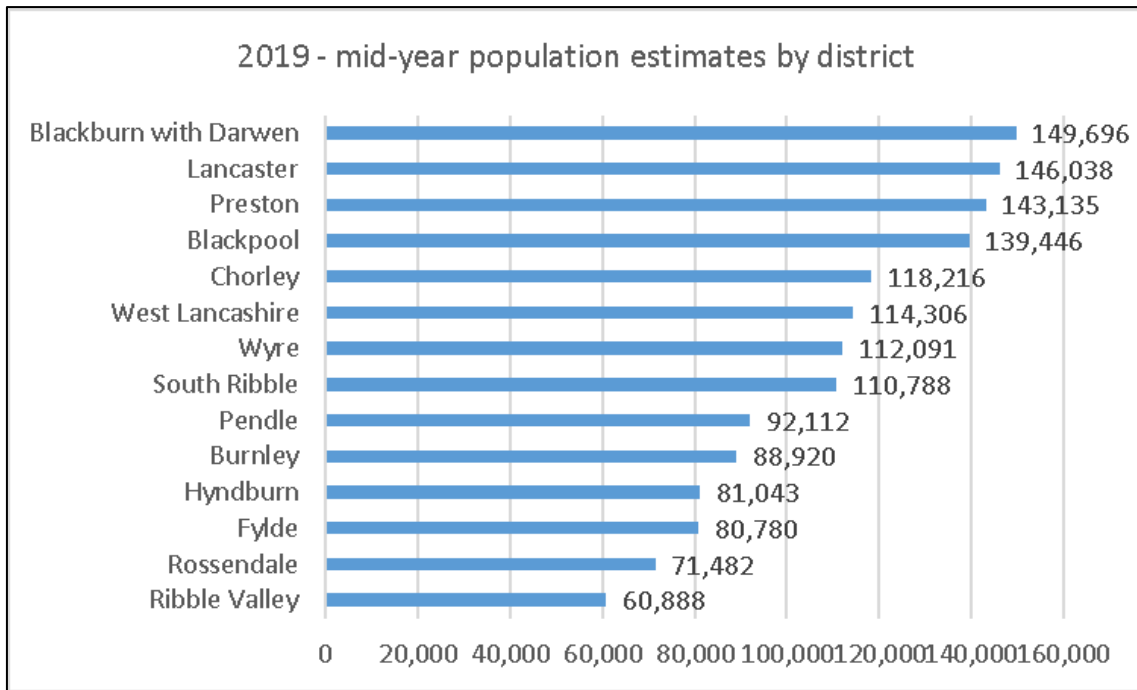
In the 12 months to mid-2019, Ribble Valley district grew the most, whilst Blackpool had the slowest level of growth. It is important to note that Blackpool's opportunity for future population growth is limited since the population density is already high.

The over-65 age group saw a growth rate of 1.58%, which is much higher than growth at other ages (growth rate of under 18's was 0.6% and 18-64 was 0.5%), this suggests that we continue to have an ageing population within Lancashire.

As mentioned above, the unitary authority areas, which neighbour the Lancashire County Council geography, have much smaller estimated populations. Mid-year 2019 population data indicates that Blackburn with Darwen has an all-age population of 149,696 and Blackpool 139,446. This means that the unitary areas are each roughly 1/8th – 1/9th of the size of the Lancashire-12 geographical footprint.

Each of the 14 districts of Lancashire is diverse and has significant differences in terms of population, demography, geography, ethnic composition and levels of deprivation.

As the bar chart below shows, the populations of each district within Lancashire varies. Blackburn with Darwen is the largest district in terms of population, whilst the largest district geographically speaking is Ribble Valley, which inevitably means that each district has a different population density. Lancaster has the largest population in the Lancashire County Council jurisdiction (146,038), closely followed by Preston (143,135), both districts have Cities and a University population. The districts with the lowest populations are Rossendale (71,482) and Ribble Valley (60,888). Rossendale is a small district, whilst Ribble Valley is predominantly rural communities.

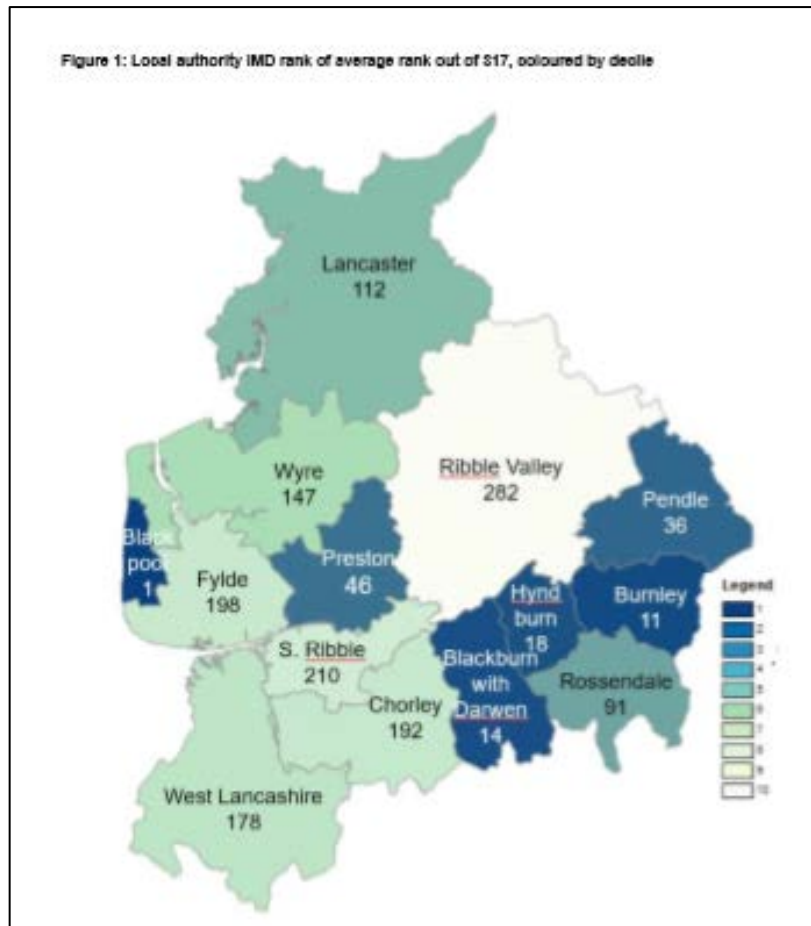


2.2 Deprivation

The Indices of Multiple Deprivation (IMD) was updated in 2019. The results of the IMD (updated approximately every 3 years), are used by agencies to help us understand local issues, and to address problems identified within different areas of Lancashire, the IMD is based on 7 domains of deprivation, each considered and contributes to the overall index score.

As mentioned above, each district within Lancashire is unique and one major reason for this is the level of deprivation; within Lancashire, there are districts known to be very deprived, whilst others considered affluent.

Each local authority in the country is given a ranking between 1 and 317 where, 1 is the most deprived and 317 is the least deprived. The map to the right³ illustrates the local authority IMD rank for each district of Lancashire. Those districts coloured in the darker shades of blue are the most deprived, whilst the lighter shaded ones are least deprived.



Blackpool (1st), Burnley (11th), Blackburn with Darwen (14th) and Hyndburn (18th) are in the top 10% most deprived areas in the country. Pendle (36th) and Preston (46th) are in the most deprived 20%. In contrast, Ribble Valley is ranked 282nd which puts the district in the least deprived 20% in England.

IMD information is also available broken down to Lower Support Output Area. This information illustrates that within a district there will be vast differences in deprivation; this is especially true for those districts such as Lancaster that have a mixture of City/Town areas and rural ward areas.

Further information regarding area profiles, population projection, deprivation and community safety is on the [Lancashire Insight](#) webpage.

³ Map image sourced from Lancashire Insight webpage

2.3 Safeguarding Adults s.42 Enquiries

Counts of Safeguarding Activity	Count
Total Number of Safeguarding Concerns	20438
Total Number of Section 42 Safeguarding Enquiries	10391
Total Number of Other Safeguarding Enquiries	0

Abuse Type Description	2018/19	2019/20
Physical	2637	2766
Sexual	482	581
Emotional/Psychological	3073	3738
Financial and Material	1789	2329
Discriminatory	51	84
Organisational	193	198
Neglect and Acts of Omission	4713	5651
Domestic Abuse	712	1491
Sexual Exploitation	34	61
Modern Slavery	15	25
Self-neglect	267	496

Last year the Local Authority had a redesign of adult's safeguarding and as a result, changes were made to how concerns and enquiries had previously been recorded. In previous year's, recorded concerns were reported in all cases that were opened and worked on by the Multi Agency Safeguarding Hub (MASH). Some of the safeguarding concerns raised were related to multiple types of abuse. Enquiries were then actioned to the Safeguarding Enquiry Service for further investigation. For the 2019/20 Safeguarding Adult Collection, this changed from all concerns indicating safeguarding issues being processed through the contact centre and only concerns which progressed to MASH were recorded as an enquiry. If this approach had been followed in 2018/19, there would have been 16,245 concerns and 10,183 enquiries recorded.

3. THE ROLE AND ACHIEVEMENTS OF THE SUB-GROUPS

3.1 Learning and Development (L&D) Sub-Group (Pan Lancashire)

Learning and Development during this period re-focussed on 2018–2019 priorities to ensure all training was accessible to both the adults and children's workforce, previously courses targeted towards either one. The Lancashire sub-group transitioned to a joint adults and children's group in April 2019 to facilitate this change. Furthermore, in December 2019 the first LSAB/CSAP joint L&D meeting was held to reflect the transition to the new Pan Lancashire multi-agency safeguarding arrangements, now known as the Blackburn with Darwen, Blackpool and Lancashire Children's Safeguarding Assurance Partnership (CSAP) including the three Adults Boards. Terms of reference, membership and a joint Pan Lancashire training programme was agreed for implementation between April 2020 and July 2020. To facilitate this and to plan for September 2020 onwards, a very positive CSAP training pool was established, and a development day took place in March 2020, a week prior to the Covid -19 lockdown. A new L&D Learning Management System (LMS) continued to be procured which planned to transfer to online by the end of 2019/early 2020. This work is still ongoing with the corporate Systems Upgrade team.

All training courses are now aligned to the core programme and priorities of the LSCB and LSAB. Courses included Attachment, Child Development & Resilience, Bullying, Self-Harm & Suicide, Child Neglect, Domestic Abuse, Emotional Abuse, Fabricated & Induced Illness, Honour Based Abuse & Forced Marriage and Female Genital Mutilation, Mental Care Act for 16 and 17 year olds, Professional Dangerousness, Safeguarding Special Educational Needs & Disabilities children, Safeguarding Young People, Safer Online Behaviour, Exploitation, What Happens When a Child Dies, Supervision Skills for managers, Toxic Trio, Understanding Hostile and Uncooperative Families, and Young People & Drugs. Training has continued to be delivered by a mix of external trainers and the multi-agency practitioner training pool.

A number of new courses were developed to meet demand, including learning from reviews, and were aligned with business plan priorities. The Families affected by Alcohol course was delivered in July 2019 in partnership with Future Foundations/Addaction. In April 2019, the AftaThought training company was commissioned to deliver briefing sessions to 120 participants covering Adults Safeguarding Legislation Interface.

A suite of materials was developed by the Mental Capacity Act (MCA) sub-group and LSCB partners, following the launch of the MCA Learning and Development plan. The suite of packages were designed to deliver information to the adult workforce including carers and frontline workers. A training package was made available to care homes and external partners to deliver training to staff in house. Two MCA Training for Trainers was delivered to managers to cascade information within their own organisations.

Learning and Development Priorities from 2019–2020 (realigned to 2018-2019)

- **Improvement and maintenance** of the present training availability through the safeguarding partnerships
- **Respond to and adapt to new opportunities** for Learning and Development for an all age workforce and throughout the transition to new CSAP arrangements
- **Transition to a new system** upgrade for delivery of an e-learning and learning management system
- **Continue to respond to identified need** from Children's Safeguarding Practice Reviews (CSPRs), Safeguarding Adult Reviews (SARs) and national and local agendas to deliver evidence based, responsive, effective and cost efficient learning and development opportunities to Lancashire safeguarding practitioners.

3.2 Communications and Engagement Sub-Group (Pan Lancashire)

The Pan Lancashire Communications and Engagement sub-group is a multi-agency group hosted by the Blackburn with Darwen, Blackpool and Lancashire Safeguarding Adults Boards and Children's Safeguarding Assurance Partnership (CSAP). The Terms of Reference, Membership and Strategy were reviewed following changes to children's safeguarding arrangements, and the establishment of CSAP to ensure it still meets requirements of the CSAP and the three Safeguarding Adult Boards.

The Communication and Engagement sub-group operates under the Safeguarding Boards to:

- Co-ordinate the communication and engagement activity of the Boards;
- Agree key safeguarding messages and communicate them effectively through a variety of channels;
- Identify and implement effective methods of engagement with partners, service users and members of the public.

A Pan Lancashire Communication and Engagement strategy was produced and approved at April 2019 Board.

Communication and Engagement Priorities:

- **Learning from Case Reviews:** to ensure key messages from reviews are effectively delivered and changes in practice are evident
- **Service User Engagement:** to ensure service user voice is heard in order to influence service provision and development (Making Safeguarding Personal - MSP)
- **Diverse/Seldom Heard Communities:** to improve engagement with diverse communities to ensure these communities are safeguarded and are aware of key messages
- **Communications Pathway:** to develop a clear pathway and a coordinated approach for all communications across pan-Lancashire to include statutory and non-statutory partners and the public
- **Key Messages:** to prioritise and apply the communication pathway to emerging themes, issues and campaigns

Activity on Priorities:

Learning from Case Reviews

The group had oversight of an ongoing piece of work around "Professional Curiosity" which is a frequent theme arising from case reviews. A task and finish group was established to consider how professional curiosity could be embedded and encouraged in practice to explore how professionals could be further supported. Awareness was raised to encourage practitioners to "think the unthinkable" or "ask the question". Lancashire Constabulary promoted the "Think Child" campaign, which was used successfully as an internal police campaign. The police extended the campaign to "Think Vulnerability" to encompass an all-age approach to recognising vulnerabilities and safeguarding abuse in adults and children.

Diverse/Seldom Heard Communities

There is a large and diverse population residing across pan Lancashire, and due to its vast diversity, it has presented a challenge in identifying a specific areas of focus, in terms of diversity and communication and engagement activity. The Lancashire Quality Assurance and Performance (QAAP) completed an exercise, which presented safeguarding referrals and types of abuse broken down by ethnicity and district. This was to determine if specific abuse

types occur more in certain communities. It was difficult to determine a specific pattern from the data, due to blank entries against ethnicity, data and abuse type.

Communications Pathway

The group agreed a pathway which provided a consistent approach to communicating key safeguarding messages with all stakeholders. The pathway contains:

- Communication types and channels – to assist consideration of appropriate routes and opportunities to sharing key messages
- Stakeholder map – to ensure all key stakeholders are considered
- Communication channel identification template – to consider and set out the methods to use for each message/procedure/campaign/learning
- Communication plan examples – to provide detailed communication brief ahead of delivery

Adult Safeguarding Week

National Safeguarding Adult Week took place from 18th to 24th November 2019. The Ann Craft Trust led the week nationally with a focus on five key themes: Modern Day Slavery; Domestic Abuse; Self-Neglect; Transforming Care; and Safeguarding in Sport and Activity. The sub-group agreed that to support the week and release messages and resources focused on Modern Slavery, Domestic Abuse and Self-Neglect.

A communication brief was released to all partners to share consistent key messages, resources and guidance on the above themes throughout the week. Residential and Domiciliary Care providers were contacted and encouraged to take part by raising awareness with staff and residents within their settings.

Campaigns promoted during 2019-2020

- Safeguarding Awareness Week - November 2019
- Self-neglect Framework Launch - April 19
- Financial Abuse - April 2019
- Prevent Awareness - ongoing (during reporting period)
- Online Abuse - ongoing (during reporting period)

3.3 Safeguarding Adults Review (SAR) Sub-Group

During the reporting period, the Lancashire SAR Group received 11 Safeguarding Adult Review (SAR) referrals for consideration. Four of these referrals, met the criteria for a SAR. Four SAR reports were published in the reporting year 2019-2020, and were commissioned in 2017-2018. The SAR reports are published on the Lancashire Safeguarding Adult Board (LSAB) website, with a learning brief for practitioners which focussed on the main themes and learning points identified.

The challenges identified across the SARs undertaken were reflected in much of the national learning. There was a particular focus on understanding and the application of the Mental Capacity Act 2005, how it safeguards an individual's rights and choices, and ensure we capture the voice of the adult. There was a strong theme of the importance of carers and families of our service users and how partners of the LSAB recognise, support and engage and interact with them during service delivery.

Although there was some good multi-agency practice and joined up working seen in many of the reviews, there was evidence that agencies can work in silo and do not always share pertinent information, when required. This appears compounded by the complexity of the health and social care arrangements across such a large geographical area.

Key learning from the 4 published SAR reports:

Adult H had an acquired brain injury (ABI) as a result of a hypoglycaemic coma. Adult H also suffered from epilepsy, type 1 diabetes, hypothyroidism and experienced short term memory loss. Adult H died after hanging herself whilst resident in a Continuing HealthCare (CHC) NHS funded care home for people with a mental health diagnosis and Acquired Brain Injury (ABI) Services. The key themes and learning points identified were:

- Mental Capacity Assessments
- Deprivation of Liberty Safeguards (DOLS)
- Voice of the Adult / Think Advocacy
- Placement Reviews
- Multi-Agency Working
- Safeguarding Alerts
- Suicide Prevention

Adult G took his own life in June 2017. Adult G had memory problems which appeared to result in him accruing overwhelming debt. The extent of the debt led to Adult G barely able to afford to eat and he often did not attend appointments which led to him being discharged from services. The key themes and learning points identified were:

- Importance of clear and concise referrals
- Robust and holistic assessment
- Self-neglect
- Care Programme Approach

Adult I was a 71 year female who died suddenly at home from sepsis and self-neglect was identified as a key feature. The key themes and learning points identified were:

- Service user voice and family involvement
- Self-neglect – professional curiosity
- Case Management
- Person centred assessment of need
- Capacity to consent to interventions
- Robust and effective Home Care Systems

Adult J was found deceased at home in 2018 and is believed to have taken his own life. The key themes and learning points identified were:

- Flagging of non-compliance with anti-psychotic medication
- Barriers to referrals
- Engagement with family members
- Use of Mental Health Act assessments
- Multi-agency working
- Over reliance on use of written case records
- Professional challenge and escalation

3.4 Quality Assurance, Audit and Performance (QAAP) Sub-Group

The Lancashire QAAP sub-group met five times during the reporting period. The purpose of the group is to seek assurance from multi-agency partners. This is to ensure that services for adults with care and support needs across Lancashire are safe, continually improving and aspiring to be the highest possible quality, the work was undertaken by:-

- Completion of multi-agency audit activity
- Activities undertaken to ensure that lessons are learnt from the themes emerging from audit activity
- Annual compliance audit regarding minimum safeguarding standards as specified by the Care Act
- Providing regular, timely, meaningful performance data to the Board

Areas of focus during the 2019/20 have included:

- Consideration of diversity data. Safeguarding enquiry data from the Local Authority received was broken down by gender/ethnicity/religion/category of need/level of support. Information was interrogated and consideration was given to whether any patterns in terms requesting and receiving safeguarding support was identified for those service users
- Ongoing consideration and awareness of Deprivation of Liberty (DoLS) data. Including interrogation of the National data release for DoLS, which allowed 2018 data for Lancashire considered with National and Local comparison.
- Awareness, monitoring of data and challenge to the Local Authority regarding the Multi-Agency Safeguarding Hub (MASH) backlog.
- Performance data. Efforts were made throughout the reporting period to review the performance data. There was a desire to try to ensure that data requests and collation were meaningful and consistent with the Blackburn with Darwen and Blackpool Adults Boards, whilst trying to ensure consistency with processes in place for the Children's Safeguarding Assurance Partnership (CSAP). Progress on this area of work was deferred due to delayed clarity in respect of the CSAP Quality Assurance arrangements.
- Single agency audits. In terms of single agency audit findings, partner agencies were invited to bring findings from their audit activity and inspection recommendations to the group for discussion and dissemination. For example, presentations were received regarding a Mental Capacity Audit (MCA) undertaken by Blackpool Teaching Hospital on the extent to which MCA principles were embedded. The group received a presentation from Lancashire South Cumbria Foundation Trust (LSCFT) on their Care Quality Commission (CQC) inspection.
- Use of Interpreters, a survey was prepared and undertaken in response to the themes emerging from the Adult F SAR.
- Representation on the group has remained strong, with a variety of agencies attending and contributing. During the year, Healthwatch started to attend the sub-group which will help the QAAP sub-group to learn from any themes emerging from Healthwatch projects, and for Healthwatch to be involved in any quality assurance work undertaken.

Future areas of focus for QAAP consideration:

- S136 – This is a theme which has emerged from the LSCFT - CQC inspection which would benefit from a piece of multi-agency quality assurance work
- MCA/ DoLS – MCA continues to arise from SARs and has also been highlighted in multiple recent CQC inspections
- Out of area placements for Learning Disabilities/Autism Spectrum Disorder (LD/ASD) - This area is of interest to the group and relates back to the learning uncovered in respect

of Whorlton Hall, Panorama investigation. QAAP seeks assurance that Lancashire residents placed out of area are safe

The aspiration for the sub-group is to work more closely with Blackburn with Darwen and Blackpool Safeguarding Adult Boards. It is hoped that any future quality assurance and performance work could be more consistent across a wider geographical footprint.

3.5 Mental Capacity Act (MCA) Sub-Group

The MCA sub-group has met regularly and has had excellent attendance from multi-agency partners. The sub-group provides highlight reports into the Lancashire Safeguarding Adult Board and leads on a number of work streams that look to raise awareness of MCA with Practitioners across the adult workforce and with Service Users. The sub-group works closely with the Safeguarding Adult Review sub-group and the Learning and Development sub-group. Key pieces of work include MCA Guidance and Policies as well as Seven Minute Briefings and Prompt Sheets. The sub-group has also kept the Lancashire Safeguarding Adult Board up-to-date on the Liberty Protection Safeguards.

3.6 Leadership Sub-Group

The Leadership sub-group has met with multi-agency partners throughout the year to discuss a number of safeguarding areas including self-neglect, hoarding, financial abuse and has had a number of visiting speakers. The sub-group has also explored the learning that has emerged from SARs in Lancashire and provides a forum for partners to discuss best practice.

3.7 Practice with Providers Sub-Group

The Practice with Providers sub-group has met with multi-agency partners throughout the year to discuss a number of safeguarding areas including safeguarding practice within Provider settings and best practice. The sub-group has had a number of visiting speakers and explored the learning that has emerged from SARs in Lancashire.

3.8 Online Safeguarding

The CSAP/LSAB Online Safeguarding Advisor has continued to broaden focus to incorporate Adults safeguarding into existing Online Safety provision.

Activity during 2019-20 period include:

- LSAB Glossary of Terms updated (3rd edition), including a large print version, a glossary includes explanation of various online terminology, intended to increase confidence in addressing/ supporting online issues.
- Release of 3, 2-minute Lancashire Safeguarding Adult Board Quick-Tips animations (<http://www.lancshiresafeguarding.org.uk/online-safeguarding/quicktips.aspx>). Series includes tips to support Privacy & Security, Frauds and Scams, and Online Shopping.
- Increased online engagement through LSAB/CSAP Twitter platform highlighting key online safety messages, threats and support routes. Analytics showed increased engagement from adult-oriented practitioners/ organisations.

Areas of continued development from 2019-20 include:

- IMEI Card resource to record and secure important device details. The resource records important information which can support tracing individuals should they need to be located.
- Poster series to promote digital security. It is intended to support practitioners and service users across a variety of aspects, building on the themes introduced in LSAB Quick-Tips animations.

4. PARTNER ACTIVITY

Lancashire Constabulary

The role and purpose of Lancashire Constabulary is to protect the public. Adult safeguarding is driven by the Safeguarding – Investigation – Prevention (S.I.P) mantra. This drives Lancashire Constabulary's vulnerability strategy and action plans which prioritise the areas of business for the police. Lancashire Constabulary plays a lead role in the Adult Safeguarding Board membership and continues to share and drive the priorities such as Domestic Abuse, in conjunction with partners. All staff have received vulnerability training within the last two years who have responsibility for identifying and responding appropriately to those most vulnerable in communities. Lancashire Constabulary provide both an immediate response resource for those adults identified at risk and undertakes a pro-active role through neighbourhood community activity, in preventing harm and promoting the welfare of individuals. A core function of identifying and responding to risk and harm is paramount in all areas of safeguarding within Lancashire Constabulary.

The Constabulary continue to raise awareness of vulnerability and safeguarding through various channels. Campaigns were planned and run in collaboration with partners, to raise awareness and deliver key messages with the aim of protecting people from harm and ensuring safeguarding is everybody's business. Some examples include:

Fraud: The Constabulary has made the public aware of C19 related Scams, which have been in circulation. Social media, local press and community magazines are being utilised.

Mental Health: Promoting the use of AMPARO bereavement support, which Covid-19 now available across all of Lancashire from the 1 April 2020. This is a listening ear service for those affected by suicide, recognising the increase risk posed to those affected by suicide.

Domestic Homicide Reviews: Learning in relation to Domestic Abuse (DA) and Mental Health (MH). This area of learning has been included within the Force DA action plan and activity undertaken via an internal blog and Vulnerability Coaches, plus training to all staff.

Pan Lancashire Anti-Slavery Partnership: Numerous public facing events and awareness raising sessions have taken place. Alongside this there have been a number of "Constabulary Operations" covering areas such as sexual exploitation; criminal exploitation; labour exploitation and fraud.

Key Achievements in 2019–2020

- **Fraud** - All community safety officers have received training in identifying and responding to victims of fraud. A weekly activity in conjunction with Action Fraud is prioritised to offer face-to-face contact and advice/support to the public to this increasingly sophisticated area of demand.
- **Vulnerability Coaches** - The Constabulary has invested in additional training and coaching for a cohort of approximately 150 Vulnerability Coaches. The Coaches are a group of staff from all areas of business who have volunteered to become peer support within their teams. This is for advice and support and to deliver key messages and support campaigns across the Force in line with Force vulnerability related priorities.
- **Domestic Abuse-Operation Encompass** - Op Encompass has assisted in a shift in focus from concentrating on individual incidents to longer-term family focused solutions to harm identified. Referrals are continuing to improve in terms of compliance and consent, resulting in improvements in effective safeguarding for children and adults. The ongoing Multi-Agency Risk Assessment Conference (MARAC) review is

continuing to develop a pilot that will incorporate a holistic response to high-risk victims and perpetrators.

- **Stalking or Harassment** - Stalking or Harassment Protection Orders were introduced in January 2020, the Force undertook a detailed launch and has been successful in obtaining two orders to date.

Lancashire and South Cumbria Clinical Commissioning Groups (CCG)

Lancashire and South Cumbria CCGs have a statutory duty to ensure that arrangements are made to safeguard and promote the welfare of children, young people and adults to protect them from abuse or the risk of abuse. The CCG's are required to take account of the principles within the Mental Capacity Act and to ensure that health providers from whom they commission services have comprehensive policies relating to the application of MCA (2005) and if appropriate MCA Deprivation of Liberty Safeguards (2009).

As commissioners of local health services CCGs are required to assure themselves that the organisations from which they commission have effective safeguarding arrangements in place; including independent providers and voluntary, community and faith sector, to ensure that all service users are protected from abuse and the risk of abuse.

The CCGs need to demonstrate that their Designated Lead Professionals for Adults, Children and Children in Care are embedded in the clinical decision-making of the organisation, with the authority to work within local health economies to influence local thinking, practice development and continuous safeguarding improvement.

Designated Lead Professionals for Safeguarding are experts within the field and strategic leaders. They are integral in all parts of the CCGs commissioning cycle, from procurement to quality assurance and in the delivery, development, and review of services to ensure that the views and wishes of adults and children are clearly sought and respected.

Key Achievements in 2019–2020

- Introduction of a new safeguarding model to support Integrated Care System leadership, including the implementation of health governance arrangements, which take into account the legislative requirements for safeguarding and the changing health landscape and how we deliver services.
- Development of a Memorandum of Understanding (MOU) across the CCGs to support a clinical collaborative network approach to safeguarding. The aim is to increase resilience and strengthen the role of the designated lead professionals to support greater flexibility to meet service development initiatives. The designated lead professionals work together as one safeguarding network to deliver safeguarding functions in a hub and spoke arrangement across the Integrated Care System/ Integrated Care Partnerships.
- Implemented service development task group to strengthen arrangements for the monitoring and quality assurance of placements for individuals placed in Continuing Health Care funded settings out of area.
- Provision of safeguarding system leadership to support and promote learning from Safeguarding Adult Reviews and Domestic Homicide Reviews, with a targeted response to service development. This includes the development of safeguarding champion models across the regulated care sector, domiciliary care and primary care, along with creative approaches to learning including use of communications and technology to make learning accessible to all.

Healthwatch Lancashire

Healthwatch Lancashire work in conjunction with the Local Authority and Care Quality Commission (CQC) to implement safeguarding alerts as identified. Healthwatch signpost or refer a person who is at risk of harm or is concerned about someone close to them being at risk of harm, to the local Safeguarding Adults or Children team. Healthwatch Lancashire co-produced a safeguarding 'credit card' that can be provided to staff/ residents and relatives of residents as part of the Enter and View programme. This provides details of how to access Safeguarding services. Healthwatch are a member on the Lancashire County Council Safeguarding Redesign project.

The Healthwatch Enter and View process identified the majority of Safeguarding concerns in 2019-2020. A dedicated and experienced team visit residential care homes and produce a published report, which reflects the experience of people living and working there. The lead of the team conducts an environmental and observational assessment. Safeguarding alerts were raised as the result of assessment or direct conversations with staff, residents and relatives. The Healthwatch Lancashire Enter and View Team receive intelligence directly from our information address and from the public by telephone, email and by public engagement. Healthwatch may receive intelligence from anonymous on line surveys. On these occasions, Healthwatch will raise Safeguarding alerts as deemed appropriate and direct individuals to support agencies such as Advocacy. The remit of Healthwatch Lancashire is to listen to the voices of the public and convey those views to service providers. This is particularly important in terms of the "seldom heard" or more vulnerable. The Enter and View reports alongside our general reports identify areas of concern and bring them into the public arena.

Key Achievements in 2019–2020

- Healthwatch was successful in building and maintaining multi agency working with statutory agencies including LCC Contract Monitoring, CQC and the various CCGs.
- Highlighted issues around moving and handling, sexual abuse, poor nursing practice, physical abuse (residential care homes) and self-neglect.
- Attended Receive Advise Disclose Assess Refer (RADAR) in each of our 3 areas in Lancashire where we had relevant intelligence to present.
- Achieved positive responses from statutory agencies in respect of the issues raised. We were able to effect change and improvements to the residents' experience of care.

Lancashire and South Cumbria Foundation Trust (LSCFT)

LSCFT provide health and wellbeing services across Lancashire and South Cumbria including:

- Secondary mental health services
- Perinatal mental health services
- Forensic services including low and medium secure care
- Inpatient child and adolescent mental health services
- Physical health and wellbeing services.

The Trust has a Safeguarding Vision that aligns the national and key local priorities to improve safeguarding outcomes in LSCFT. It provides a framework to base measurements and assurances of safeguarding practice and describes plans to have robust safeguarding arrangements across the Organisation that are integrated into the delivery of the care. This

vision aims to embed safeguarding at the heart of everything we do; ensure that the Trust, via the Safeguarding Team, we have effective safeguarding and accountability structures; ensure we promote learning through experience; develop competence, knowledge and a skill base in safeguarding and MCA across the Trust; and engage with the service users and patients in strengthening participation in line with Making Safeguarding Personal.

The Safeguarding team has led the implementation of the priorities within the Trust Safeguarding Vision and through analysis of the impact of delivery of the six core priority areas, triangulating this with dissemination of learning from SARs and DHRs.

LSCFT have strengthened safeguarding practice and systems to sustain compliance with revised statutory Safeguarding, MCA and Prevent Guidance and responsibilities, seeing improvement in the quality of Section 42 referrals which in turn provides clarity and feedback from initial triage and application of the “threshold” document. We have made significant progress in raising awareness to Domestic Abuse and embedding routine enquiry wider into clinical practice. We have engaged with multi agency partners to deliver a co-ordinated approach to domestic abuse and actively strengthened internal processes for MARAC as well as supported the MARAC redesign.

LSCFT hosted a successful Safeguarding Conference. The focus was on safeguarding and relationships at a professional, personal and harmful level. Guest speakers inspired and reminded us we must respond by working together, to offer protection and support to the vulnerable people. The most memorable parts were listening to survivor’s accounts of domestic abuse and also criminal exploitation. We were privileged to hear their moving and difficult stories and how services can support. This has had a direct impact on our approach to Domestic Abuse.

LSCFT have raised the profile of contextual safeguarding, trauma-informed care and Think Family. The safeguarding team a strong clinical presence in teams, attending MDT/CPA meetings to support community teams and the wards with complex cases requiring input from safeguarding and may require safeguards in the community and on discharge.

National Probation Service (NPS)

The NPS protects the public by working with service users to reduce reoffending and harm. It works jointly with other public and voluntary services to identify, assess and manage the risk in the community of service users who have the potential to do harm. The NPS has a remit to be involved with victims of serious sexual and other violent crimes. NPS completed all Court assessments and pre-sentence reports as well as the management of all Approved Premises.

The NPS share information and work with the SABs and other agencies including local authorities and health services, and contributes to local Multi-Agency Public Protection Arrangements (MAPPA) procedures to help reduce the reoffending behaviour of sexual and violent service users, to protect the public and previous victims from serious harm.

Key Achievements in 2019–2020

- Strong focus on completion of mandatory Adult Safeguarding training both eLearning and classroom until Covid-19 arrived (eLearning remains a focus at the current time).
- At a strategic level, the NPS Health and Social Care lead is meeting regularly with the Association of Directors for Adult Services to aim to improve the interface between the two organisations.

- Dedicated Multi-Agency Risk Assessment Conference (MARAC) practitioners providing support to colleagues and representing NPS at MARAC meetings.
- Audit work to check on NPS engagement with Boards and sub-groups to ensure appropriate representation in all relevant forums.
- As an organisation with Autism re-accreditation, have continued our work in this area

North West Ambulance Service (NWAS)

The NWAS Safeguarding Annual Report provides an overview of safeguarding activity for NWAS during 2019-2020 and assurance relating to the scoping, development and implementation of safeguarding related processes.

Safeguarding activity has continued to rise in 2019-2020, and a number of improvement projects were identified to ensure continuing safeguarding demand was met.

Key Achievements in 2019–2020

- **Safeguarding Training:** The publication of the child and adult intercollegiate document, made some recommendations of the required levels of safeguarding training. This document reviewed, all Paramedic Emergency Service (PES) patient facing staff being trained to level 3 safeguarding. In addition, staff identified on the Training Needs Analysis (TNA) as requiring level 3 safeguarding training who will continue to receive this training. Level 2 training is overseen by the Learning and Development Team who work closely with the Safeguarding Team. A bespoke safeguarding training session is in development.
- **Safeguarding case reviews:** The Safeguarding Team continue to be involved in serious case reviews, safeguarding adult reviews and domestic homicide reviews. NWAS has particular learning in relation to concealed and denied pregnancy, incorporated into the level 3 safeguarding training.
- **Safeguarding Assurance Framework:** Submitted to the Commissioners and evidence requests received was being worked on to support the assurance framework.
- **Project emerald** is the title of the safeguarding innovation project, to introduce a new safeguarding platform for recording safeguarding concerns and will replace the current Eriss system.

Cumbria and Lancashire Community Rehabilitation Company (CLCRC)

CLCRC are represented on the Lancashire, Blackpool and Blackburn with Darwen Safeguarding Adults Boards by Deputy Directors, to help protect adults with care and support needs to ensure that local safeguarding is operationally understood and adhered to and work with partners to prevent abuse, harm and neglect.

CLCRC works with both service users and victims. Vulnerable Adults (VAs) could be part of the caseload or could be the dependents or associates of those individuals. CLCRC staff will generally undertake the role of 'Alerter', identifying a potential threat to a VA. However, staff should also be responsible to local authority enquiries under the section 42 duty as required by the Care Act 2014. The concerns reported and resolved in multi-agency partnership with local authority policy and procedures and police action if appropriate.

CLCRC is aware that the identification and protection of VAs is core to their work. This is due to the nature of probation business as a statutory agency and in partnership in the community.

All people are entitled to a life without exploitation or abuse. Therefore, the following principles will apply: CLCRC will work with other agencies in the protection of vulnerable adults from abuse. CLCRC have safe recruitment practices to help to protect vulnerable people from those in a position to exploit them, and have policies that enable staff protection if they report abuse in their organisation. At all times, CLCRC staff must engage fully and openly with professionals from other agencies when dealing with a vulnerable adult.

Actions from the safeguarding plan incorporated into the sentence and risk management plan completed by CLCRC. Consideration given to whether the safeguarding issue warrants a risk escalation to the National Probation Service (NPS). This is because CLCRC work with service users assessed as presenting low and medium risk of serious harm and any assessed increase in too high or very high risk of serious harm must be referred to the NPS.

NHS England and NHS Improvement (North West)

NHSE/I has responsibility for oversight of the safeguarding system in health. Working alongside the Designated Safeguarding Leads NHSE/I:

- Disseminates national policy on behalf of both NHS England and NHS Improvement across the system
- Convenes a regular safeguarding network and escalates significant issues with potential system-wide relevance - such as significant issues from serious case reviews, safeguarding adult reviews, domestic homicide reviews, and other statutory processes that may require a national resolution
- Ensures effective arrangements are in place across the local NHS system to discharge safeguarding duties such as information sharing, sharing best practice and embedding learning from incidents, as well as leading and defining improvement in safeguarding practice at a local level
- Ensures effective systems are in place for responding to incidents of abuse and neglect of children and adults, to ensure that timely and appropriate referrals are made
- Ensures both NHS England and NHS Improvement staff are appropriately trained, supervised and competent to carry out their safeguarding responsibilities
- Ensures safeguarding expertise is provided to support Clinical Commissioning Groups (CCGs) assurance processes
- Ensures that provision is made for specialist safeguarding advice to NHS England commissioners, working with Designated Professionals as appropriate, to support them in commissioning services and monitoring contractors' performance, and ensuring compliance with safeguarding statutory duties and the Mental Capacity Act

NHS E/I has supported the Lancashire and South Cumbria Safeguarding Integrated Care System (ICS) network in the development of a transformational model of safeguarding across the ICS. There is a clear commitment to a combined adult and children system wide approach to safeguarding across the ICS. The benefits of such an integrated approach to strategic safeguarding arrangements and leadership are:

- There will be greater consistency in the delivery of statutory functions across the ICS improving resilience across the system and safeguarding networks whilst enabling the development of a sustainable and flexible safeguarding model.
- The development of a transformational model provides an opportunity to consider new ways of delivering the functions of the designated role across the ICS to maximise system expertise, ensuring collaboration and avoiding duplication of effort and resource.

Lancashire Fire and Rescue Service (LFRS)

LFRS as an Emergency Service, we identify potential safeguarding concerns when attending fire incidents or carrying out Home Fire Safety Check visits. We do not support service users and carers individually but work with multi-agency partners on self-neglect cases etc.

Key Achievements in 2019–2020

- Awareness of safeguarding and our internal procedures increased to all LFRS staff
- Checks within LFRS completed on all referrals made to monitor quality
- Commitment from LFRS Senior Managers and the Combined Fire Authority (Governing Body) re Safeguarding and quarterly reports presented to Strategic Boards for reporting purposes
- A new prompt poster, called 'Safeguarding ABCDE' produced and shared in various ways across the Service. ABCDE poster also shared with Safeguarding Boards and with all other fire and rescue services via the national body - National Fire Chiefs Council (NFCC)

Lancashire County Council (LCC) – Adult Services

The aims of LCC Adult Safeguarding are to prevent harm and reduce the risk of abuse or neglect to adults with care and support needs, stop abuse or neglect wherever possible and address what has caused the abuse or neglect. The Care Act 2014, places a duty on the county council to take lead responsibility for ensuring that the obligations set out in the Act to safeguard adults with care and support needs, (whether or not the county council is meeting any of those needs) are carried out, in partnership with all agencies and organisations, who may come into contact, with those people.

Some of LCC's Key Achievements include:

- Safeguarding redesign transformation project to improve Safeguarding process and practice:
- Significant reduction in duplication and streamlining of inefficient procedures processes - improvements to social worker productivity and case throughput.
- Significant reduction in backlog of Safeguarding alerts.
- Making Safeguarding Personal outcomes in the period 2019-2020, 75% of service users felt, their desired outcomes achieved fully, 22% felt their outcomes partially achieved.
- Strengthened Partnership relationships using a multidisciplinary approach.
- Strengthening collaboration and communication with care providers (residential and domiciliary), and commissioned services to reduce incidents of neglect and omission of care provider partnership model, worked with Providers to promote partner care.

Making Safeguarding Personal sits at the heart of Safeguarding procedure to support service users and carers. The service ensures that the principles of the Mental Capacity Act legislation underpins interventions to support the individual, if service users lack capacity. Staff are supported through ongoing training and development. Services include:

- Advocacy service support is commissioned from Advocacy Focus
- New Carer's contract implemented July 2019 with services commissioned by NCompass and Carers Link.
- Implemented Feedback form for service users to share views and concerns to direct learning and improvement to process and support provision.
- Financial support (Carer's budget) provided for respite provision.

- Undertaking of regular Audit process supports ongoing insight, learning and drives improvements to the provision of support for service users.

Case Study

The safeguarding service received a referral from neighbours about a young woman who is deaf with concerns that she may be a victim of and subjected to domestic abuse. Neighbours reported hearing screams until the early hours of the morning. Her partner and the person alleged causing her harm had separated her from her family and friends.

Upon receipt of the alert, a safeguarding strategy discussion took place with the housing association, Police and the Lancashire Victim Services. Previous history of concerns was shared was taken into account. The strategy discussions agreed coordinated actions with a view to the offer of a safeguarding plan to reduce the risks of further harm.

In accordance with 'making safeguarding personal' requirements and good practice, the woman it was enquired at the beginning of the enquiry the outcomes that she would like to achieve, and her views and wishes were taking into account throughout the enquiry. Half way through the enquiry the woman changed her mind and withdrew her consent. In discussion with her, this explored further she recognised the risks she was under affecting her safety, physical and emotional wellbeing. Her mental capacity considered at this time to make sure that she was able to make an informed decision as to her situation.

When the Police completed checks on her partner, established he had previous criminal history for assault. A risk assessment was completed when it was determined that it was necessary to alerts others of the potential risks. A police vulnerability marker placed on a family address in another area in case the perpetrator approached them. Police in the area were informed and, he there was an arrest and charge. The police also made a disclosure under Claire's law and referred the perpetrator to MARAC procedures for high-risk offenders.

The outcome, the woman placed with her agreement and consent in safe place and the safeguarding social worker worked with other agencies including the Police, housing, independent domestic violence advocate through an interpreter to enable her to receive the support she needed.

The outcome was that she relocated near her family in accordance with her desired outcomes and away from the person who had caused her harm.

Lancashire Teaching Hospitals NHS Foundation Trust (LTHTR)

LTHTR is an acute hospital, which functions to provide acute inpatient and outpatient facilities for the population of Central Lancashire. This includes specialist regional and tertiary services relating to Neurology, Cancer services and is a Regional Major Trauma unit. The Adult safeguarding team supports patients with additional vulnerabilities covering all aspects of the Care Act 2014 and Mental Capacity Act 2005 in ensuring recognition, timely response and supportive decision making around care and treatment decisions. Our responsibility to work in a multi-agency supportive model ensures seamless and continued care delivery and supports transition and longer term planning on discharge. Core functions of the team include responsibility for the management of S42 allegations against the Trust, Participation in Multi-Agency Risk Assessment Conference (MARAC), support for complex case management in relation to Mental Capacity Act (MCA) legislation, representation at Safeguarding Adult Reviews (SARs) and Domestic Homicide Reviews (DHRs) and management of People in Positions of Trust (PiPoT) for the organisation.

Key Achievements in 2019–2020

- Improved MCA compliance as a result of 12 month project plan which involved education and system re-designs
- Risk maturity to improve governance/ nursing interface leading to improved recognition of safeguarding within incident management.
- Improvements in Education and Training of staff in line with Adult Safeguarding Competences for Health.
- Improvements in relation to collaborative working across the Integrated Care System (ICS), to review, consider and develop practice in relation to adverse discharge, pressure sores, S42 incidents and future planning for Liberty Protection Safeguards (LPS).

Scenario: Patient B

Background information

Patient B is a 61-year-old man residing in Lancashire. Patient B admitted to LTHTR following an alleged assault of which he suffered head injury and subgaleal haematoma. Patient B had a complex social history and was an articulate man with access historically to monies and wealth, but in more recent times had become homeless with a deteriorating social history of self-neglect and alcohol misuse, significant cognitive impairment, challenging behaviours and had become fixated on finances and travel. Concerns shared that the patient lacked capacity and insight into the risks he placed himself leading to his admission. Consideration of discharge arrangements ensured that the patient continued to receive health & social care needs in the community.

Analysis

Mental Capacity assessments completed clearly demonstrated patients inability to retain or weigh up risks associated with his lifestyle choices. Described as living in a fantasy world where money, travel and executive management of business decisions played a key feature in conversations and had been a previous victim of financial exploitation. Furthermore, his challenging behaviours in particular inappropriate sexualised behaviours & disinhibition placed him at further risk of physical harm.

Outcome/Recommendation

A decision made in the patient's best interest to source 24-hour secure placement arrangements on a short-term basis to allow for continual assessment in a more therapeutic environment. This case demonstrates the importance of safeguarding team involvement in upholding the principles of Mental Capacity Act legislation whilst considering the wider safeguarding concerns regarding his lifestyle choices.

Southport and Ormskirk NHS Trust (NHST)

This information was taken from the Southport and Ormskirk NHS Trust safeguarding annual report for 2019-2020, which provides an overview of Safeguarding Adults and Safeguarding Children activity for the period 1st April 2019 – 31st March 2020. The purpose of the annual report is to inform the Southport and Ormskirk NHS Trust Board of safeguarding activity, providing assurance to the Trust Board that the organisation has robust processes in place to safeguard those who use Trust services and to highlight areas of challenges in safeguarding provision. Southport and Ormskirk NHS Trust has continued to fulfil its responsibilities to safeguard children, young people and adults, in line with statutory requirements and national standards. The report details the effectiveness of safeguarding arrangements for children, young people and adults, including the Mental Capacity Act (MCA) during 2019-2020.

Key Achievements in 2019–2020

- Participation in the Joint Targeted Multi-agency Inspection (JTAI) for children’s mental health services in Sefton and addressing the recommendations
- Participation in the Mersey Internal Audit Agency Safeguarding Audit
- Participation in the Trust’s Care Quality Commission (CQC) visit and subsequent action plan
- Implementation of the Female Genital Mutilation (FGM) CP-IS (a national alerting system for FGM)
- Revised Mental Capacity Act (MCA) and Deprivation of Liberty (DoLS) documentation
- Improve recognition of safeguarding <18’s accessing adult services
- Improve recognition of safeguarding for <18’s in Sexual health services
- Appointment of an Health Sexual Violence Liaison Officer (HSVLO) extended to 2 years
- Reduction the number of inappropriate referrals to Local Authority
- S42 inquiry review face to face meeting with Sefton Local Authority
- Establishment of regular meetings with the Patient Safety team to review S42’s inquiries
- Review of the training needs analysis in line with both adult and children’s intercollegiate documents
- Development of a network of Safeguarding Ambassadors
- Adults Safeguarding Policy reviewed and approved
- Domestic Abuse Policy reviewed and approved
- Restrictive Practice Policy developed and disseminated for approval
- Revision of the Missing Patient Policy
- Through the PAG process secured 100% funding for maternity leave
- Representation on all of the Sefton and Lancashire Safeguarding Adult Boards sub-groups.
- 64% increase in DoLS applications.
- 100% compliance in the Multi-Agency Risk Assessment Conference (MARAC) process

Merseycare – Secure and, Specialist Learning Disability Service (SpLD)

Merseycare has remained as an “Alerter” agency, alerting and referring safeguarding adult and child issues and concerns to the Local Authority who is the lead agency for co-ordinating investigations. However, at the request of Lancashire Local Authority the Secure & SpLD Division at Whalley has the responsibility to co-ordinate and manage agreed safeguarding adult investigations. All service user on service user incidents recorded and reported using the appropriate procedures. However, not all service user to service user incidents are safeguarding issues. A formal triaging process continues to identify all safeguarding alerts. The triage team consists of Lead for Forensic Social Work & Safeguarding, Associate Director of Social Care, (Nominated Officer for Safeguarding in Forensic Services) and Risk Lead for Secure Division. This process replicates that across the Secure and Specialist Learning Disability Division.

Key Achievements in 2019–2020

During 2019-2020 Merseycare has sought to make incremental improvements to procedures, processes and practical interactions linked to safeguarding, including:

- **Monthly liaison meetings and joint working with the Lancashire County Council (LCC), Multi-Agency Safeguarding Hub (MASH) enquiry team** and safeguarding with Pennine Lancashire Clinical Commissioning Group (CCG). The meeting was well supported by the three stakeholder organisations. Facilitating realistic discussion, goal

setting and action plans to ensure consistency and transparency with regard to safeguarding practice within Mersey Care service on the Whalley site. Practically this translates into a case-by-case review of reportable safeguarding incidents and an opportunity to discuss, monitor progress and review follow up S.42 enquiries.

- **Timeliness of safeguarding enquiries/investigations.** Completing safeguarding enquiries in a timely and thorough manner has been an issue periodically in previous service reviews/audits. Throughout the 2019-2020, service year efforts made to remedy this by monthly meetings with LCC and Pennine Lancashire CCG, to review progress. Direct liaison with LCC enquiry team to progress follow up, particularly with cases held up in MASH, this has been especially useful during the Covid-19 restrictions. Joint investigations undertaken by LCC enquiry team and Merseycare social work/safeguarding team, further developing trust based working and providing assurances around capability and capacity within the Whalley services. Weekly enquiry/investigation review meeting between senior managers and the social work/safeguarding team to initiate, progress and review safeguarding incidents.
- **Police Liaison role** as noted above, Merseycare services have chosen to fund a contractual post for a full-time police officer based at the Whalley site to support both criminal matters and various preventative initiatives across the range of services provided.
- **The regular use of CCTV footage** to add detail to and/or provide assurance in connection with safeguarding matters, particularly so physical restraints. To augment this, trials of body worn cameras scheduled to commence imminently (delayed by Covid-19).

University Hospitals of Morecambe Bay Foundation Trust (UHMBT)

University Hospitals of Morecambe Bay NHS Foundation Trust (UHMBT) provides community and hospital services across the Morecambe Bay area, an area covering a thousand square miles across south Cumbria and north Lancashire. It operates the three hospital sites Furness General Hospital in Barrow, the Royal Lancaster Infirmary and Westmorland General Hospital in Kendal, as well as a number of community healthcare premises including Millom Hospital and GP Practice, Queen Victoria Hospital in Morecambe and Ulverston Community Health Centre.

The safeguarding vision at UHMBT aligns the national and key local priorities to improve safeguarding outcomes across the Trust. It provides a framework to base measurements and assurances of safeguarding practices and describes UHMBT plans to have robust safeguarding arrangements across the organisation that are integrated into the delivery of the UHMBT strategic plan, Trust priorities and the quality plans.

Key Achievements in 2019–2020

- **Partnerships** continue to work openly with partners to deliver a multi-agency approach to safeguarding across the Bay footprint.
- **Growth**, the Safeguarding Team expanded during 2019-2020 following securing additional funding in line with the transformation project over recent years.
- **Awareness**, the Safeguarding Team continued to raise awareness in relation to Human Trafficking and Modern Slavery and incorporated the public sector duty to notify for Female Genital Mutilation and Prevent. All patients that presented to the Trust as homeless were referred to the Local Authority in accordance with the Homelessness Act 2018.
- **Assurance**, they increased assurance in safeguarding practice within the UMBHT and have a Patient Safety Incident (PSI) reporting system, where all potential and actual safeguarding incidents reported. Safeguarding incidents were reviewed daily at the safeguarding team teleconference and escalated as appropriate.

- Due to expansion of the team a safeguarding duty line is operational which runs Monday-Friday 9am-5pm and allows staff across the UHMBT footprint to access safeguarding advice in real time.
- Following an inspection by the Care Quality Commission (CQC) in 2018, a considerable amount of work was completed around the MCA and DoLS applications. Training packages were developed and mandatory to all patient facing staff and awareness raising took place across all care groups. As a result, the number of DoLS applications in 2019 increased by 86% compared to 2018.

HMP Wymott – Lancashire Prisons

Adult males remanded by the courts in Lancashire, are generally allocated to a local prison in the first instance and, after sentencing, move to a training or resettlement prison based on their sentence length and individual need. In the final stage of the custodial sentence, some prisoners spend time in an open prison, if evidenced that the risk has adequately reduced and they would benefit from the available resettlement support. All Lancashire prisons are required to ensure that instructions in the Public Protection Manual are adhered to support for prisoners with autism, learning difficulties, disabilities, social care needs, older prisoners and young adults who may have experienced time in the Care system during childhood. Throughout the custodial sentence, Prison staff, Healthcare/Clinical staff, Probation Officers, Psychologists, Social Care Professionals and other specialists to identify individual need and to formulate management/ care plans and complete assessments.

Key Achievements in 2019–2020

- **Resettlement/release planning** prior to prisoners moving from custody into the community, to ensure that prisoners released into appropriate accommodation with suitable support. Some men released from prison are vulnerable and have complex needs, including social care needs and physical and/or mental health issues, which can make it difficult to identify suitable accommodation and to arrange for post release support and risk management. Each case is different but individual release plans can involve significant input from the Prison and Probation Service, Social Care providers, Mental Health services and other providers. This can be time consuming and involves a joined up approach between the different agencies.
- **The Offender Management in Custody (OMiC)** model (second phase) has been introduced into closed male prisons in the last 12 months and has resulted in more integrated working between Prison and Probation staff, additional training and development for staff and more support and enhanced risk assessments for prisoners. In turn, this supports the adult safeguarding agenda and the ability of HMPPS to identify individual need and to provide appropriate safeguarding.
- **Buddy Support Worker Role** Lancashire prisons have introduced the Buddy role as a key component of the new service provision for Local Authorities to work jointly with prisons to provide social care support for all prisoners who meet the eligibility criteria. All Buddies trained to National Care Standards. This training course adapted by Lancashire County Council, supported by the charity RECOOP, to ensure it is appropriate for supporting prisoners with basic health and social care needs. Addressing these issues in prison may help an older or disabled prisoner maintain their independence longer and help assess the ongoing support they may need when nearing release and resettlement.
- **Public protection arrangements** across all the Lancashire prisons there is a need to ensure that measures are in place to identify prisoners who pose a high risk of harm and to protect the public, whilst the prisoner is in custody and upon release. Achieved by ensuring that action taken in line with the Public Protection Manual to protect the

public in general, and to protect and support victims of crime and to safeguard adults in the community.

Case Study (Probation Officer based at HMP Wymott)

Adult A was sentenced to Life Imprisonment in 1998 for sexual offences, has served 23 years in prison, including 9 months in a medium secure mental health unit. Identified as having global developmental difficulties as a small child and attended residential schools between 6 and 16 years old. He reported sexual abuse from a young age and he experienced recognised symptoms of childhood trauma, having a profound effect on his emotional, social and sexual development and compounded by other complex physical and health needs:

Previous behaviours have included targeting children and vulnerable adults, grooming and bribing them. He has previously described a high sex drive and an inability to satisfy this in a consenting relationship. Despite twice engaging with the Adapted Sex Offender Treatment Programme, Adult A presents with a lack of insight into his offending behaviour and risks associated with these and it has been difficult to discuss triggers to his offending with him. Some progress made through his engagement with the Healthy Sex Programme and psychological therapy to address the impact of sexual abuse in childhood.

Adult A had six Parole Board reviews, the most recent commenced in 2015 with several adjournments/deferrals made. KJ's case has been discussed a MAPPA Level 2 over several years and whilst professionals from HMP Wymott were active attendees at MAPPA, there was a shortage of community representation. Ultimately, Adult A's case progressed to the Lancashire County Council Complex Case Advisory Panel, which triggered his referral to the Specialist Support Team, Specialist Occupational Therapist, and Langley House Trust.

A social care needs assessment recommended genetic testing which diagnosed Microdeletion Syndrome and explained several presenting symptoms, assisting staff to offer more focused support to him.

A multi-disciplinary care plan put in place; he responded positively, enthusiastically engaging fully receiving appropriate care and support. Occupational Therapy supported him, with input from the prison Social Worker and his keyworker Prison Officer, on a 1:1 basis to prompt and assist him maintaining personal care needs, attending to laundry tasks, cleanliness of his living environment etc.

Open prison conditions not considered as extremely unlikely support and supervision would be adequately met for Adult A. The focus was therefore on release to a well-supported community placement. The Complex Case Panel had agreed to a comprehensive care package and risk management plan, as placement costs covered by combined NHS and social services funding.

The Parole Board impressed by the high standard of professional risk assessment tailored to meet both Adult A's risks and needs. They directed his release, to reside at a registered care home for men with multiple needs, including mental health issues or a learning disability. Lancashire Specialist Support Team, Social Services, Occupational Therapist will be involved in Adult A's on-going support post-release, until they are satisfied he has made a successful transition into the community and all risk of re-offending are adequately mitigated.

Progress Housing Group (PHG)

PHG are a large provider of social housing in Lancashire and are one of the largest providers of supported housing accommodation in the country, helping people with a learning disabilities and /or long term mental health conditions and autism who live independently in their own

home with support. PHG is a Landlord, and as such has a significant role to play in the lives of people who live in our properties.

PHG has a key safeguarding role to play in keeping people safe, alongside colleagues in social care, health and the police appropriately placed to identify people with care and support needs, share information and work in partnership to co-ordinate responses. PHG also delivers Lifeline, telecare and emergency responder services across Lancashire keeping people safe and enabling them to live independently in their own homes. PHG is a representative on the board for all housing providers and as such communicate out key messages from the Board.

Key Achievements in 2019–2020

- Full review of Unmet Need and Child Safeguarding Policy
- Full review of Safeguarding Adults Policy
- Training offered to all staff (see below) resulting in 99 referrals from April-March 2020
- Completion of annual Care Act Compliance Audit Tool helping to identify areas for improvement
- Training – staff completed 443 safeguarding adults and children mandatory training sessions during the year.
- The Group achieved 96% compliance (above target) in mandatory safeguarding training in April 2020
- Intranet articles and posts – 3 posts and 8 blogs during the year raising awareness of safeguarding
- Review of the safeguarding adults and unmet need and child safety policies
- Follow raised awareness at property services Tool Box Talks to ensure that all operatives understand in-house processes.

5. BOARD PRIORITIES 2020–2021

- Covid-19 – Restoration and Recovery (Short term)
- Mental Health
- Domestic Abuse
- Self-neglect
- ‘Voice’ Making Safeguarding Personal (MSP)

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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